



Moving the Delta Forward

APRIL 2016

Delta Regional Development Plan III

COLLABORATION - INNOVATION - LEADERSHIP

Alabama • Arkansas • Illinois • Kentucky • Louisiana • Mississippi • Missouri • Tennessee



DELTA REGIONAL AUTHORITY

OFFICE OF THE FEDERAL CO-CHAIRMAN

February 20, 2016

With a renewed commitment and an updated vision for the future of the Delta Regional Authority's (DRA) initiatives and priorities, I am proud to present *Moving the Delta Forward: the Delta Regional Development Plan III (RDP III)*.

The Regional Development Plan III builds on the successes of the DRA's previous strategic plan, the Regional Development Plan II (RDP II), adopted in 2008 and puts forth an updated set of goals and guiding principles that will shape the Delta Regional Authority's vision, mission, and approaches over the next five years.

I am grateful to the hundreds of Delta stakeholders, community leaders, and listening session participants who contributed their time and input to the development of this plan. I am also thankful for the support and contributions of the local development districts, our Governors and board members, and many other collaborators.

The RDP III lays out a series of strategies and actions designed to continue the momentum of the DRA's existing initiatives, while also setting bold new goals for the future. This plan envisions the Delta region as a place that will continue to develop and attract increasingly skilled and competitive workers, passionate community leaders, diversified industries and resilient economies, strengthened physical and digital infrastructure, and innovative businesses, entrepreneurs, and investors. To advance this mission, the DRA will expand and scale its most successful current programs, embrace new ideas, and translate them into meaningful action.

I look forward to working with you toward this vision for the future of the DRA and the Delta region.

Sincerely,

Christopher A. Masingill

ACKNOWLEDGMENTS

The Delta Regional Authority (DRA) would like to thank the many individuals and organizations who contributed to this regional development plan, including the hundreds of community and business leaders that participated in the discovery phase of this project. Their expertise expanded our understanding of the challenges and opportunities facing the Delta region. This local knowledge is reflected in the strategies and actions throughout the plan. The DRA would also like to thank the leadership and staff of TIP Strategies, Economic Leadership LLC, and DADCO Consulting, Inc. for their valuable guidance and support throughout the planning process.

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EXECUTIVE SUMMARY

The Mississippi River Delta region is one of the nation's most iconic and distinctive places. The region plays a compelling role in our nation's cultural identity and abounds with rich natural resources and hard-working, innovative people. The Delta not only produces an agricultural bounty that feeds and fuels the nation and the world, but it also boasts unparalleled creativity, evident in its literature, music, and cuisine. Along with its many assets, however, the region is also presented with significant challenges. These include entrenched problems such as generational poverty, racial divides and inequities, and challenges exacerbated by inadequate infrastructure, susceptibility to natural disasters, and lack of access to quality education, healthcare, and employment opportunities, which are essential to an individual's and community's ability to succeed. All of these realities in the Delta are increasingly compounded by macroeconomic challenges.

The Delta Regional Authority (DRA), an independent federal agency that works to promote economic and community development in the Delta region, presents its third Regional Development Plan (RDP III) as an assessment of, and a response to, the region's myriad opportunities, assets, and challenges. In collaboration with stakeholders and community leaders across the region, through a series of facilitated listening sessions

and virtual webinars, this plan serves to update the agency's Regional Development Plan II (RDP II), originally adopted in 2008. The RDP III sets forth revised goals that will drive the DRA's work over the next five years, building on the successes of many of the DRA's existing programs and setting new goals for the future. Specifically, this plan is presented in three sections, which expand upon the three foundational goals of the RDP II. These three goals are: 1) improved workforce competitiveness, 2) strengthened infrastructure, and 3) expanded community capacity. These goals encompass the mission and priorities the DRA will work to promote for Delta residents, businesses, and communities.

Over the next five years, the DRA's work will be driven by the imperative of a holistic yet place-based approach – one that honors the region's diversity by strategically developing programs that are regional in scope, yet customizable for individual communities. The DRA will not adopt a "one-size-fits-all" strategy; instead, it will invest in the region's diverse places and each of their comparative advantages. Most importantly, the DRA will be intentional and inclusive in every program and collaboration. The DRA will meet communities where they are as the first step in moving forward, working with them to develop inclusive economies across all sectors and for all people.

VISION & MISSION

VISION

The Delta region is a place where people and businesses have access to economic opportunities in vibrant, sustainable, and resilient communities.

MISSION

The Delta Regional Authority will advance its communities through the practical application of innovative ideas and strategies that foster inclusive communities, strengthen regional collaboration and capacity, achieve sustained, long-term economic development, and produce meaningful opportunities for all Delta people.

STRATEGIC GOALS

- *Improved Workforce Competitiveness*
- *Strengthened Infrastructure*
- *Increased Community Capacity*

MANAGEMENT GOAL

Maintain organizational excellence and efficiency, invest in professional development, encourage innovation, and continue to be an effective steward of public funds.



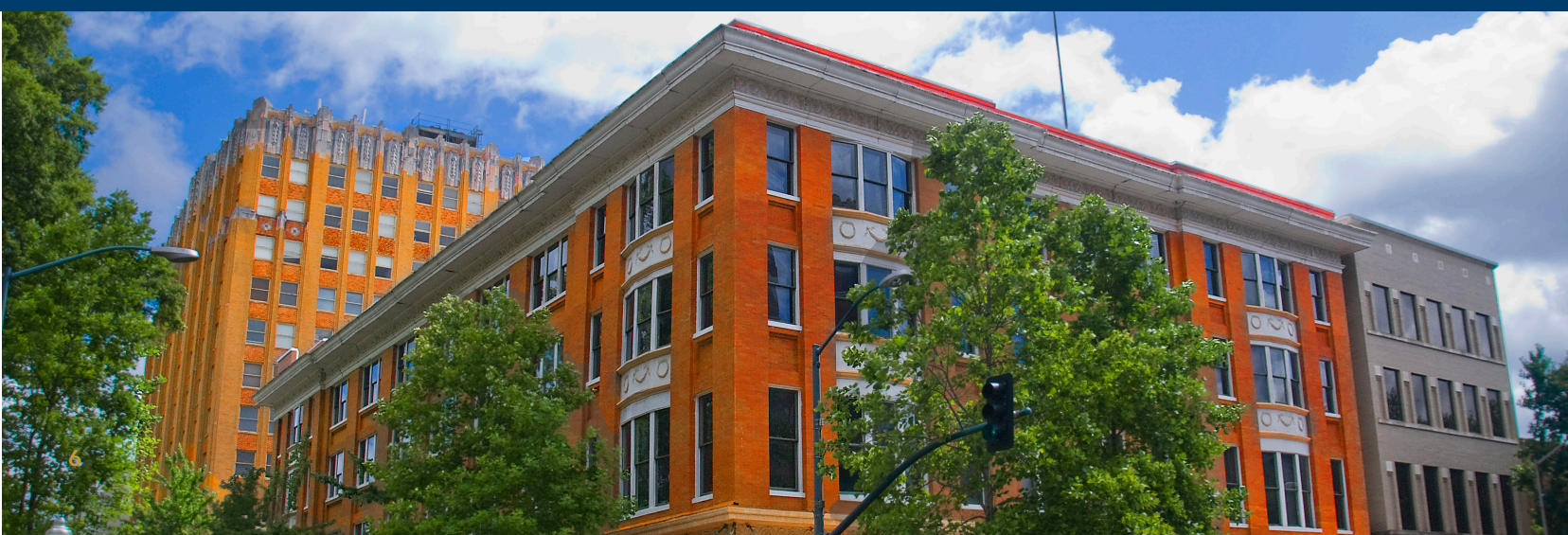
The Delta Regional Authority: A CATALYST FOR ECONOMIC DEVELOPMENT

The Delta Regional Authority (DRA) works to improve regional economic opportunity by helping to create jobs, build communities, and improve the lives of the 10 million people who reside in the 252 counties and parishes of the eight-state Delta region. The agency's investments and programs are designed to catalyze economic and community development across the region's urban and rural areas with a focus on helping economically distressed communities. Led by DRA Federal Co-Chairman Chris Masingill, appointed by the President and confirmed by the U.S. Senate, along with the Governors of the eight Delta states, the DRA fosters local and regional partnerships that address economic and social challenges to ultimately strengthen the Delta economy and quality of life for Delta residents. In addressing these challenges, the DRA takes a regional and collaborative approach, with an emphasis on place-based strategies that utilize the existing infrastructure and the comparative advantages of Delta communities.

Since the release of the Regional Development Plan II in 2008, the DRA has responded effectively to the region's economic challenges with its programs and investments. In collaboration with other federal, state, and local organizations as well as the private sector, the DRA has catalyzed new job creation and capital investment in Delta communities through the successful implementation of strategies laid out in the RDP II, which addresses basic public infrastructure (water, wastewater, broadband, etc.), transportation infrastructure, workforce development and training, small business and entrepreneurship, and improved access to quality, affordable healthcare.

Specific examples of successful DRA programs include: 1) the States' Economic Development Assistance Program (SEDAP), the DRA's primary investment tool, which has invested more than \$138 million into 934 projects over 14 years, leveraging more than \$752 million in other public sector funds and \$2.2 billion in private sector investment to help create and retain more than 26,000 jobs; 2) the Delta Leadership Institute (DLI), which since 2005 has graduated nearly 450 alumni who commit their time, talent, skills, and resources to build leadership capacity and regional collaboration in Delta communities; and 3) the Innovative Readiness Training Military Medical Clinics (IRT), which in partnership with the U.S. Department of Defense and Delta communities has provided quality healthcare services to underserved Delta communities at no cost to patients, while simultaneously improving readiness training for military medical personnel, serving more than 65,000 patients to date.

These DRA programs and many others are helping to improve the physical, digital, and human infrastructure of Delta communities, strengthening their ability to compete nationally and internationally and to be resilient through future economic and natural adversity.



NATIONAL AND REGIONAL ECONOMIC CONTEXT

This updated version of the DRA's strategic plan, the RDP III, follows on the heels of the worst recession in three generations and the tenth anniversary of Hurricane Katrina. The second DRA strategic plan (RDP II) was adopted in 2008, during the early stages of the Great Recession and just three years after Katrina, at which time the impacts on the Delta economy were still vivid across the entirety of the DRA's geographic footprint. In the aftermath of these disasters, DRA investments were a tangible and important component of the region's path to recovery, and the RDP II laid out strategies to address issues such as poverty, health access, and educational attainment. Many of the programs put in place by the DRA and other organizations continue to provide welcome relief and support in Delta states.

The national economy was also impacted and changed in several important ways by the Great Recession. While the direct impacts of the Great Recession are largely behind us, the aftershocks to the national economy are still being felt. While the U.S. economy as a whole rebounded in May 2014 to the same level of total employment (138.5 million total nonfarm jobs) as in December 2007 when the recession

began, the national statistics obscure what has been an uneven economic recovery. As of December 2014, seven years after the recession began, there were 135 metro areas throughout the U.S. that remained below their December 2007 employment levels, representing 42 percent of the 318 metro areas for which data are available.

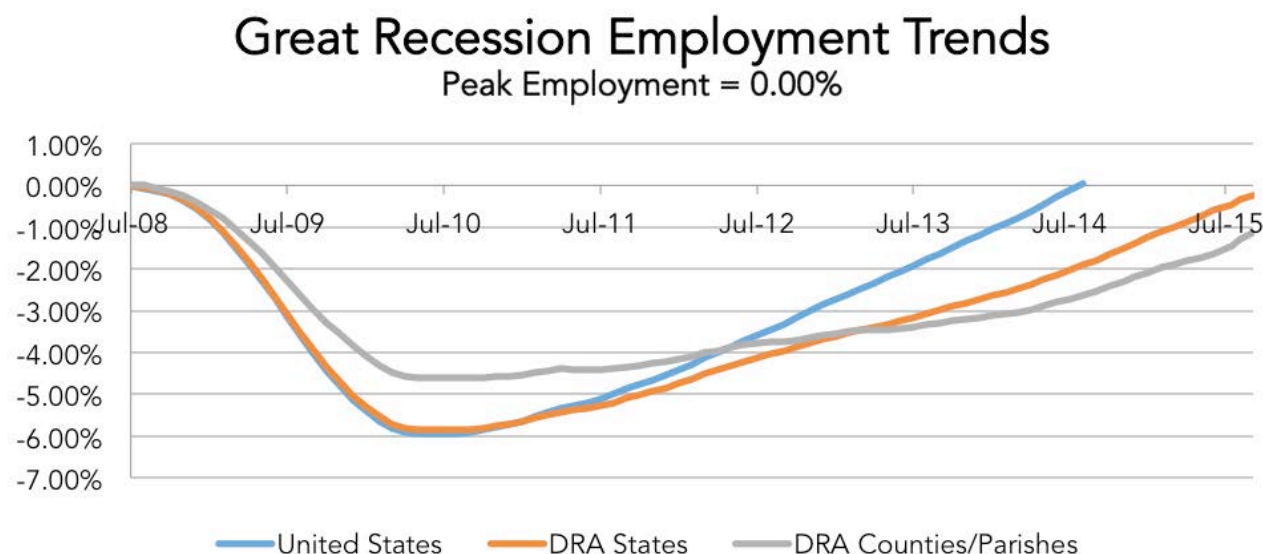
The economic downturn had a disproportionately negative impact on the Delta region. In fact, 183 of the 252 Delta counties and parishes (73 percent) remained below their 2007 peak employment levels by the end of 2014. Three of the eight Delta states—Kentucky, Louisiana, and Tennessee—surpassed their 2007 employment by December 2014; however, only Louisiana has exceeded its 2007 employment levels in DRA parishes within the state.

For most Delta residents the economic recovery is occurring at a much slower pace. It is also worth noting that many Delta counties and parishes experienced significant job losses in the years leading up to the recession, meaning that portions of the region were in a recession long before the official U.S. recession began.

As figure 1 below shows, the effects of the great recession were indeed harsher on jobs in the Delta region than in other regions of DRA States and the United States as a whole. As of July 2015, neither DRA states or DRA's footprint including all counties and parishes have reached pre-recession employment levels.

FIGURE 1. RECESSIONS COMPARED

Employment Trends during Recession Recovery Compared By Number Of Months Until All Jobs Regained



Sources: U.S. Bureau of Labor Statistics, CES (total nonfarm employment, seasonally adjusted); NBER (recession dates); New York Times (format).



Several Other Major Changes Have Occurred In The U.S. Economy Since 2008:

- **An increased emphasis on access to a skilled workforce as a top driver for business growth;**
- **A redefining of what constitutes a job, with more flexibility in employment arrangements than ever before (e.g. more people working from home, telecommuting, and independent contractors as 1099 workers);**
- **The growing importance of quality of place (e.g. amenities, vibrant downtown districts, and walkable neighborhoods) in business expansion and relocation decisions;**
- **The spread of “disruptive technologies” that are transforming companies, communities, and entire industries (e.g. the impact of Uber on the taxi industry and the impact of Netflix on the video rental industry); and**
- **The emergence of social equity as a new focus area for economic development.**

Economic growth, while important, is not sufficient for long-term success; a focus on economic development is also crucial. True economic development catalyzes long-term prosperity and growth. A thriving environment for small businesses and entrepreneurs leads to economic development. Public investments in major infrastructure (e.g., roads, rail, and broadband internet access) lay a foundation for long-term growth. The development of a skilled workforce leads to enduring opportunities for economic prosperity. Sustainable, resilient economies are built on a philosophy of regionalism, urban and rural interconnections, and public-private partnerships.

The Delta Regional Authority is responding to these needs to support a strong economy in the Mississippi River Delta region. The DRA has a history of meeting communities where they are to advance long-term prosperity for Delta businesses and citizens in both the region’s urban centers and rural areas. This new plan builds upon the framework set forth in RDP II while responding to changed conditions, especially as they relate to declining employment in certain key sectors. The RDP II has served the region well and has proven to be an important stimulus for the Delta region’s economy. The DRA remains committed to addressing systemic challenges and opening the door to new and creative strategies to help communities and economies be more competitive and resilient. This plan represents the next chapter for the DRA.

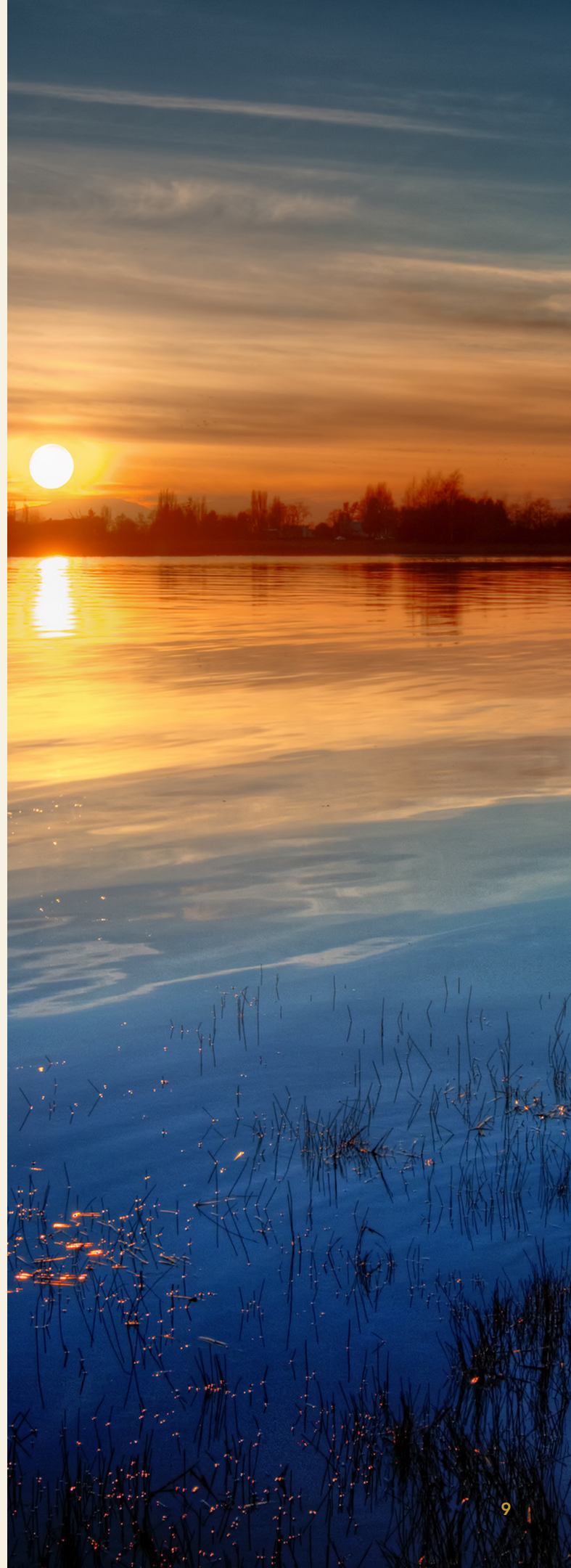
PROJECT APPROACH

During the summer of 2015, DRA leadership and staff worked closely with the TIP Strategies project team and Economic Leadership LLC to identify the Delta region's most promising opportunities for economic growth. The first step in the project was to establish a common understanding of the region's assets and challenges from both qualitative and quantitative perspectives.

This discovery phase included extensive stakeholder input gained through 12 listening sessions (10 in-person and 2 online) held during June and July with nearly 400 public-sector, private-sector, and academic leaders from across the region. At least one in-person listening session was held in each state, with two held in Louisiana and Mississippi (to cover the northern and southern geographies of each state). Two online listening sessions were conducted: one with the Delta Leadership Institute and one with the local development districts. The listening sessions provided a wealth of qualitative insights from stakeholders, documented regional assets, challenges, and opportunities, and specific advice for the DRA.

Additional qualitative input was gained through an online survey completed by 556 business and community leaders from the region. During this phase, the project team compiled a broad set of demographic and economic data for the Delta region as a whole, the eight DRA states, and the individual Delta counties and parishes within each state. This data-driven perspective helps provide a better understanding of how the Delta region compares with the national economy.

The project team also held multiple meetings with DRA board members and staff throughout the planning process. These discussions were constructive in guiding the project and ensuring the plan is aligned with the functions and operational realities of the DRA.



ASSETS & OPPORTUNITIES

The Mississippi River Delta region occupies a special place within our nation. It is a unique geographic, cultural, and economic region with many assets and opportunities for economic development. Some of the Delta region's strongest competitive advantages that can be leveraged for long-term economic resilience include:

- The region's central location within the U.S., with all 252 counties/parishes in the Central Time Zone;
- Natural resources (e.g. the Mississippi River and its tributaries, prime agricultural lands, forests, and feedstocks for energy production);
- A diverse set of metropolitan and rural areas, each with its own economic strengths and industry clusters;
- A rich culture and history across the region's cities and towns, including a wide range of nationally known tourism assets (e.g. food, music, and arts in cities as diverse as New Orleans, Memphis, and Clarksdale);
- A robust transportation network (e.g. highways, railroads, waterways, and airports) that connects the region to the rest of the U.S. and the global economy; and
- Higher education institutions across the region with a diverse set of training and research specialties.



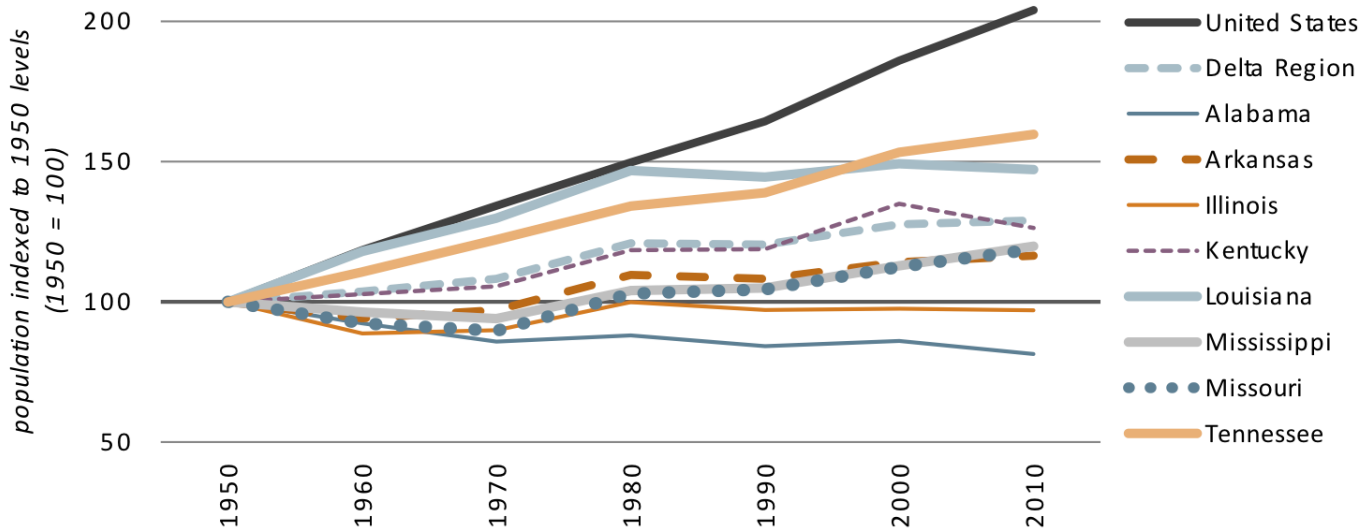
CHALLENGES & RISKS

Population growth in the Delta region has lagged behind national growth for more than six decades. For some states, total population in Delta counties and parishes has changed little since 1950; Delta counties in Alabama and Illinois have actually lost population during this time. Even the states where population growth in Delta counties and parishes has been strongest—Louisiana and Tennessee—it has not kept pace with national growth rates. In part, this reflects the nation's general migration trend from rural to urban areas. However, the ability to attract and retain talent remains an essential element of economic vitality and a necessity for the region to be competitive in the future.



FIGURE 2. LONG-TERM POPULATION GROWTH TRENDS, 1950 TO 2010

Population Change In Delta Counties and Parishes By State, Indexed To 1950 Levels (1950 = 100)



Source: U.S. Census Bureau, Population Division; TIP Strategies.

Average annual job growth in the Delta region has been only one-third that of the nation since the end of the Great Recession. Since 2010, job growth has been slower in the Delta counties and parishes of each state compared with the state as a whole, except for Mississippi, which had comparable job growth rates in its Delta counties and statewide. This slow growth is particularly worrisome in Delta counties in Alabama, Arkansas, and Illinois, which have experienced declines in total employment since 2010. The widespread national loss of manufacturing jobs from 1970 to 2010, which has had a larger impact in the Delta region, is a partial explanation for these trends. All the DRA states, except Tennessee, have had below-average job growth relative to national figures, both in Delta counties and parishes and in the state as a whole.

FIGURE 3. RECENT EMPLOYMENT GROWTH TRENDS, 2010 TO 2015

Annual Growth Rate For Covered* Jobs In Delta Region, Delta Counties and Parishes, & Delta States, 2010 To 2015

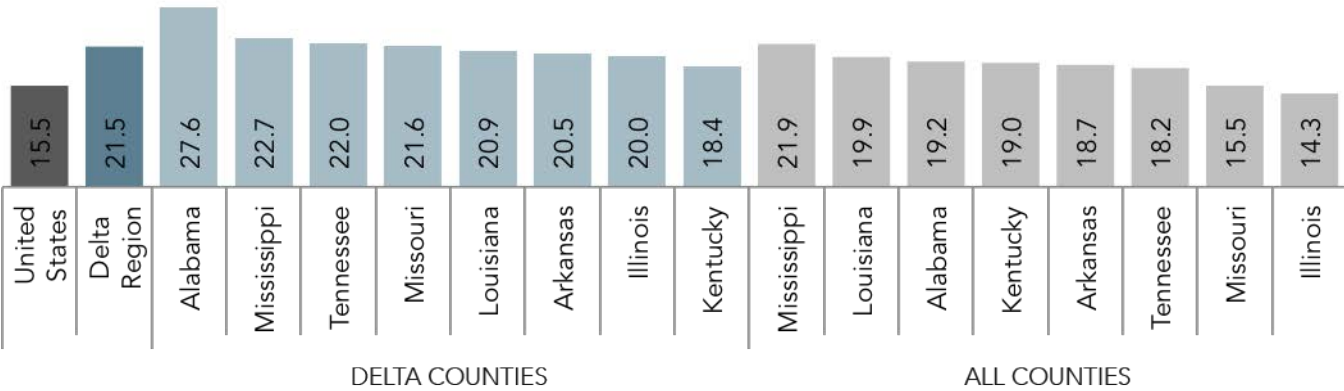


Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages; TIP Strategies. *Note: includes only those workers covered by unemployment insurance.

Multigenerational poverty continues to affect both the regional economy and the daily lives of Delta residents. Earning capacity, workforce competitiveness, health, civic dynamism, and even hope can fall victim to this insidious pattern of poverty unless relentlessly confronted with resolve and resources. Investments that address the root causes of multigenerational poverty will not transform the region overnight, but a sustained and targeted effort can help break the cycle.

Delta residents are more likely to live in poverty than U.S. residents as a whole. In 2013, one in five Delta residents were estimated to be living below the federal poverty line. In Alabama and Mississippi, this figure exceeded one in four residents in Delta counties.

FIGURE 4. SHARE OF POPULATION IN POVERTY, 2014
Percentage Of Total Population In Poverty In Delta Region, Delta Counties/Parishes, And Delta States, 2014



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE).



THE RESPONSE

The RDP III is a response to the serious challenges facing the Delta region. While this plan builds upon the strong foundation established in the RDP II, it also expands the scope of the DRA's current activities. First and foremost, the DRA will need to continue—and scale—many of its signature programs and initiatives that have proven valuable to the region's economy. Additionally, the RDP III lays the groundwork for a set of bold new strategies to create lasting economic opportunities for Delta residents, businesses, and communities.

Three goals form the foundation of the RDP III and focus the DRA's efforts on programs, investments, and initiatives that will enhance the Delta region's long-term economic prosperity. The plan is organized around the following three goals with strategies and action items to support the goals.



GOAL 1. IMPROVED WORKFORCE COMPETITIVENESS

Advance the productivity and economic competitiveness of the Delta workforce.

Access to a skilled workforce is a crucial factor affecting the ability of businesses to succeed in today's economy, thus employers are notably drawn to locations with concentrations of skilled workers. As national demographic trends project a decline in the working-age population over the coming decades, employers will increasingly have difficulties finding skilled workers. Thus one of the most urgent priorities for communities across the country is to develop a pipeline of talented workers to support the growth of existing and future employers. This is especially true for communities in the Delta region as they compete for businesses, jobs, and economic opportunities.



GOAL 2. STRENGTHENED INFRASTRUCTURE

Strengthen the Delta's physical, digital, and capital connections to the global economy.

High-functioning transportation networks and basic infrastructure (e.g. water, wastewater, electricity, and natural gas, and affordable broadband internet) are essential for the long-term success of resilient regional economies. While it will be important to maintain the Delta region's existing infrastructure, there are also opportunities to make strategic investments in transportation and broadband infrastructure that will boost the region's economic potential. It is also necessary for communities to have the appropriate real estate options and financing available to attract new businesses and take advantage of the economic development opportunities available to them.



GOAL 3. INCREASED COMMUNITY CAPACITY

Facilitate local capacity building within Delta communities, organizations, and businesses.

Strong local leadership in Delta communities is a prerequisite for the capacity building that will yield long-term economic prosperity for the region's businesses and residents. Competitive and resilient communities are able to attract new jobs and investment and keep those jobs thanks in large part to their high level of engagement from community and business leaders. The development of a robust entrepreneurial environment is also important to the long-term success of the region. Entrepreneurs, innovative companies, creative workers, and technology are key elements of the regional economy. Finally, the quality of place in Delta communities has a major influence on their potential for economic development, providing an attractive environment that appeals to young professionals.

GUIDING PRINCIPLES

In order to achieve these goals the DRA recognizes the following guiding principles as model characteristics of successful communities. The plan's guiding principles are the necessary bridge between the three goals and the key strategies and actions the DRA will utilize to achieve its goals for the region. Each guiding principle is forward-looking and is a necessary component of the region's long-term growth and improvement.

1. COLLABORATION

The DRA will continue to serve as a facilitator of regional collaboration, leveraging diverse resources, aligning public and private interests, and strengthening local and regional partnerships.

2. INNOVATION

The DRA will encourage the utilization of innovative economic development strategies and place-based programs to address the region's challenges, build resilient communities, and turn opportunities into action.

3. LEADERSHIP

The DRA will support the development and preparedness of local leaders to implement existing models of success and to engage broadly across regional, national, and global networks.



GOAL 1. IMPROVED WORKFORCE COMPETITIVENESS

Advance the productivity and economic competitiveness of the Delta workforce.

Access to a skilled workforce is a major factor affecting the ability of businesses to succeed in today's economy. According to Area Development's "29th Annual Survey of Corporate Executives (Q1 2015)", access to a skilled workforce ranked second only to highway access as "very important" among 36 site selection factors. National demographic trends will lead to shrinkage of the working-age population in the next couple decades. If regional job growth continues, even at a minimal rate, employers will continue to have difficulties finding skilled workers. Thus, one of the most urgent priorities for communities is to develop a pipeline of talent to support the growth of existing and future employers. Regions with a skilled population have a dramatic advantage over other areas. Employers are increasingly drawn to locations with concentrations of skilled workers. This is especially true in the Delta region.

It is important to acknowledge how national demographic trends and site selection factors for business expansions impact competitiveness. The out-migration of workers from Delta communities to large metro areas with greater economic opportunities (e.g., Atlanta and Dallas-Fort Worth) is a major challenge. And within the Delta region, many rural communities lose talent, especially young professionals, to the region's larger urban areas (e.g. New Orleans, Baton Rouge, Memphis, and Little Rock). In light of these realities, education and workforce development are only part of the solution. Initiatives aimed at talent attraction will also play an important role in enhancing the region's workforce. Other efforts, such as improving the health and wellness of the Delta workforce, which will also boost economic productivity for the region's businesses, are necessary components of this goal.

FOCUS AREAS

- Workforce training & hard skills
- Soft skills & employability
- Health & wellness

KEY ACTIONS

- Fill available jobs with local workers
- Leverage the Delta region's higher education institutions
- Prioritize investments for workforce training in growing industries and occupational categories

STRATEGIES AND POTENTIAL ACTIONS

The following are recommendations for DRA communities and partner organizations that identify strategies and actions to support economic and community development for the region.

- 1.1. Build on the momentum of DRA's Reimagining the Delta Workforce initiative to create a strong pipeline of skilled workers that will support and attract current and future employers in the Delta region.
 - 1.1.1. Collaborate with workforce development organizations, employers, and other key partners (e.g. universities, community and technical colleges, businesses, and adult education providers) to improve the workforce development system in response to the new federal WIOA (Workforce Innovation and Opportunity Act) legislation.
 - 1.1.2. Align workforce training programs with local and state industry clusters or occupational development programs.
 - 1.1.3. Connect more counties and parishes to the ACT Work Ready Community program to increase levels of National Career Readiness Certificates among workers and clearly promote Delta communities as having a skilled workforce attractive to employers.
 - 1.1.4. Capitalize on the DRA's unique role as regional convener to help local organizations (e.g. nonprofits and workforce training organizations) connect workers with employment and skills development opportunities.

REIMAGINING THE DELTA WORKFORCE

Framework to strengthen the Delta workforce:

- Reimagine readiness
- Reengage adult learners and disconnected youth
- Realign resources
- Ramp up

1.2. Improve the workforce readiness of the region's K-12 students and adult population by increasing the number of internships, apprenticeships, work co-op programs, and other initiatives, with a focus on soft skills and employability.

1.2.1. Build and expand upon high successful partnerships like that between the DRA and Jobs for America's Graduates (JAG) to improve the employability of career potential of at-risk youth in Delta communities.

1.2.2. Support efforts to connect employers with educational providers for curriculum development to ensure that students are receiving skills that will lead to employment opportunities.

1.2.3. Create an online knowledge bank of information on future employment opportunities aimed at educating parents, students, and teachers about career options in the Delta region.

1.3. Create awareness of opportunities in Delta communities to attract talent from outside of the region.

1.3.1. Bring the region together to share challenges, opportunities, and best practices related to talent attraction and retention. Invite economic development organizations, human resources directors of major employers, entrepreneurs, and young professionals from across the region to contribute to these conversations.

1.3.2. Work with local and state economic development organizations to promote and market strong industry clusters to recruit talent into the region.

1.3.3. Encourage the region's college and university alumni networks and other expat engagement networks to push out content and provide programming that inform alumni and expats who live in other areas about the professional opportunities and great quality of place in Delta communities.

1.4. Continue initiatives to improve the health and wellness of the Delta's workforce to elevate the productivity and competitiveness of the region's employers.

1.4.1. Support state and local programs that improve the health and wellness of the regional workforce. Beyond the workforce productivity benefits, health improvements for Delta citizens are also important for strengthening the region's health care industry, cutting costs for local businesses, and improving the prosperity of the region's citizens.

1.4.2. Expand the promotion of the Delta Doctors J-1 visa waiver program to provide greater access to quality health care in medically underserved areas.

1.4.3. Build on the legacy of the Healthy Workforce Challenge program to boost the productivity of local businesses through coordinated workplace wellness programming. Encourage Delta employers to utilize the program as a learning tool to identify and disseminate best practices for healthy living throughout the region.

CENTERS OF EXCELLENCE

Centers of Excellence are typically collaborations of higher education institutions and businesses, leveraging the unique assets found within a region to support the advancement of research or training within a specific industry or focus area. They often serve as magnets for industry expertise and are dedicated to the success of companies within a region. They also provide leadership, recognition, best practices, research, support and/or training for entrepreneurs, and training for current and future employees within one or more industries. Centers of Excellence are defined by three key ingredients:

1. A consortium or collaboration among multiple higher education institutions and/or research organizations
2. Partnerships between higher education and industry
3. A focus on a specific industry, a single research topic, or a particular training program

Examples of successful centers of excellence include:

- The UT Center for Identity in Austin, TX
- The Research Triangle Materials Research Science and Engineering Center in Durham, NC
- The Cyber Center of Excellence in San Diego, CA



BATON ROUGE TALENT DEVELOPMENT

The Baton Rouge Area Chamber of Commerce (BRAC) launched its Talent Development Program in 2011 as part of its five-year strategic plan. The program consists of a talent database, regional relocation resources (R3), and the Baton Rouge Area Intern Network (BRAIN). The talent database is a catalog of resumes of professionals who are seeking to further their careers in the Baton Rouge area. To populate the database, BRAC works closely with alumni associations from the region's universities and high schools, including Louisiana State University, Southern University, the University Laboratory School, Baton Rouge High School, Episcopal High School, and McKinley High School. R3 assists area employers with their talent attraction efforts by connecting them with out-of-market candidates, creating tailor-made regional awareness presentations to aid in talent recruitment, leading tours of the region for recruits, and making out-of-market recruitment trips. BRAIN works to increase the number of internships available to students in the area by providing resources, such as an internship job board, to support the employers that create them and the students that are seeking them. In addition, BRAC recently launched www.livecapitalized.com, which is designed to be a resource for newcomers to connect with and grow roots in the area.

1.4.4. Partner with federal, state, and local agencies to expand programs aimed at providing health care access to disadvantaged populations.

- Continue working with the U.S. Department of Defense on the Innovative Readiness Training military medical clinic program to address immediate basic health care needs of Delta citizens and increase awareness of healthcare services in their communities.
- Expand outreach and enrollment efforts to boost access to quality, affordable healthcare options under the Affordable Care Act.

1.5. Pursue strategic initiatives to better leverage and connect the Delta region's higher education institutions for workforce development and economic development.

1.5.1. Strengthen existing partnerships between industry and higher education and create new connections between employers and education providers.

1.5.2. Explore the potential for a "center of excellence" in the region that leverages the unique capabilities of multiple higher education institutions and businesses to pursue new initiatives that do not currently exist in the Delta region and could lead to long-term economic growth.

- Identify key organizations that should be involved in this effort including universities, community and technical colleges, workforce development organizations, corporate research and development programs, and economic development organizations.
- Bolster potential areas of collaboration include workforce development, research and development, and academic training.
- Build on the efforts to establish a Delta Research Consortium that connects researchers, practitioners, and communities to basic data and research on the Delta and cultivates solutions to the region's greatest challenges.

1.5.3. Identify the skills needed by employers through regional business surveys.

GOAL 2. STRENGTHENED INFRASTRUCTURE

Strengthen the Delta's physical, digital, and capital connections to the global economy.

With so much attention on workforce development and talent attraction, it is easy to forget that business investments are driven both by capital and by fully serviced sites and buildings. It is crucial for communities to have the appropriate real estate options and financing available to attract new businesses and to take advantage of the economic development opportunities available to them.

High-functioning basic infrastructure (e.g. water, wastewater, electricity, and natural gas) and networks that allow for the efficient transport of people, products, and ideas (digital infrastructure) contribute to the long-term success of resilient regional economies. While it will be important to maintain the Delta region's existing infrastructure, there are also opportunities to make strategic investments in transportation and broadband infrastructure that will boost the region's economic potential. In addition, the capital resources required to close deals, public and private, are directly address the broader question of financial viability for businesses of all sizes.

FOCUS AREAS

- Basic infrastructure (water, wastewater, electricity, and gas)
- Transportation infrastructure (highways, rail, water-based transport, and air travel)
- Digital infrastructure (access to and adoption of broadband internet, cellular, and satellite access)
- Access to capital

KEY ACTIONS

- Emphasize infrastructure investments that will attract large-scale private investment
- Understand the barriers to broadband internet access, especially in rural areas
- Take advantage of the Mississippi River and tributaries for the movement of goods
- Create linkages to capital markets

REDEFINING INFRASTRUCTURE NEEDS FOR ECONOMIC DEVELOPMENT

During the early 1800s, waterways were the most important infrastructure to support economic growth in the U.S. By the late 1800s, railroads and electrical lines became essential for economic development. During most of the 1900s, highways served as the drivers of growth. These systems remain necessary and important components of economic development and together with digital infrastructure (e.g., affordable broadband internet and cellular networks) create a robust foundation for economic growth in the 21st century. People, businesses, and communities need efficient access to technology and communications tools in order to prosper in today's highly connected global economy. Finally, access to capital is a major need for communities to support the creation and growth of local businesses and advance their economic development goals.

STRATEGIES AND POTENTIAL ACTIONS

The following are recommendations for DRA communities and partner organizations that identify strategies and actions to support economic and community development for the region.

- 2.1. Build and strengthen the region's basic infrastructure (water, wastewater, electricity, and gas) to stimulate job growth and capital investment.
 - 2.1.1. Continue to use the States' Economic Development Assistance Program (SEDAP) to direct public and private investments into infrastructure that can facilitate business expansion, relocation projects, and job growth in Delta communities.
 - 2.1.2. Work closely with Delta states' economic development organizations and local development districts to prioritize federal, state, and local infrastructure investments to respond to the needs of businesses and generate private sector capital investment.
 - 2.1.3. Support local and state planning efforts and policies that can expand the Delta region's energy infrastructure and production capacity, emphasizing clean technologies (e.g. biofuels, wind, and solar) wherever possible.
- 2.2. Make strategic investments in the region's transportation infrastructure (e.g. highways, railroads, ports, waterways, and airports) to support the growth of key industries.
 - 2.2.1. Collaborate with local development districts, economic development organizations, and other key partners to identify and capitalize on underutilized capacity in the region's infrastructure for the purposes of business retention, expansion, and recruitment.
 - 2.2.2. Convene a DRA Transportation Working Group, which would include representatives from federal, state, and local transportation agencies, as well as private sector stakeholders (e.g. trucking companies, rail companies, water-based transport providers, large manufacturers, and other businesses involved in goods movement).
 - This group should meet regularly to coordinate planning efforts and identify priority investments to enhance the competitiveness of the region's transportation infrastructure.
 - Leverage the DRA Transportation Working Group to convene stakeholders from the public and private sectors to identify solutions to the region's goods movement challenges. Use the DRA's *Multimodal Transportation Assets, Needs and Recommendations Report* to frame the discussions.

THE IDEA VILLAGE

Founded in 2000, The Idea Village is the first organization with a mission solely centered on entrepreneurship in New Orleans and has played an integral role in catalyzing the city's entrepreneurial movement. The Idea Village was started by several entrepreneurs in 2000 who were competing for market share and capital but bound by their love for New Orleans and commitment to its economic recovery. With the purpose of cultivating an entrepreneurial ecosystem that is supportive of local entrepreneurs while attracting entrepreneurs from outside the city, The Idea Village provides a holistic variety of programming, networking, mentorship, and funding for entrepreneurs to grow their ideas into concrete business success in New Orleans. As part of this ecosystem building, The Idea Village produces New Orleans Entrepreneur Week, an eight-day festival that celebrates and elevates the city's entrepreneurial ecosystem, bringing more than 10,000 people together around entrepreneurship in New Orleans. In addition to supporting 4,600+ entrepreneurs, it has successfully elevated New Orleans' reputation as a destination for business, entrepreneurship and innovation.

Other examples of growing support organizations in the Delta region include The Venture Center in Little Rock, Ark., the Regional Innovation Hub in North Little Rock, Ark., and StartCo. and Memphis Bioworks Foundation in Memphis, Tenn.



FUNDRISE

Fundrise is a Washington, DC-based startup that allows pools of local investors to back real estate projects in their own neighborhoods with contributions big or small. Already it has aggregated more than \$30 million for local projects. Fundrise is using crowdfunding to democratize real estate investing, allowing local residents—not just accredited investors—to invest for as little as \$100. According to the Wall Street Journal, the key advantages of Fundrise (and, more broadly speaking, of crowdfunding for real estate projects) are “the ability to access more deals, invest smaller sums and connect directly with developers to ask questions and research deals”.

2.2.3. Continue to work with the executive directors of small public ports along the Mississippi River and other major waterways as well as the mayors of the Mississippi River Cities and Towns Initiative to support dredging and port infrastructure investments that help maintain traffic along the region’s waterways and support economic viability of the ports, strengthening the Mississippi River’s attractiveness to global business.

2.3. Expand and improve access to affordable digital infrastructure (e.g. broadband internet, cellular, and satellite access) across the region, especially in areas where it is currently deficient.

2.3.1. Support local and state efforts to improve broadband infrastructure where it exists and to create it where it does not exist (and is needed most) across the region’s urban and rural communities.

2.3.2. Work with major telecommunications and broadband providers in the Delta region to better understand and communicate challenges and opportunities of improving digital infrastructure and discuss opportunities for smaller firms to expand services to support rural areas.

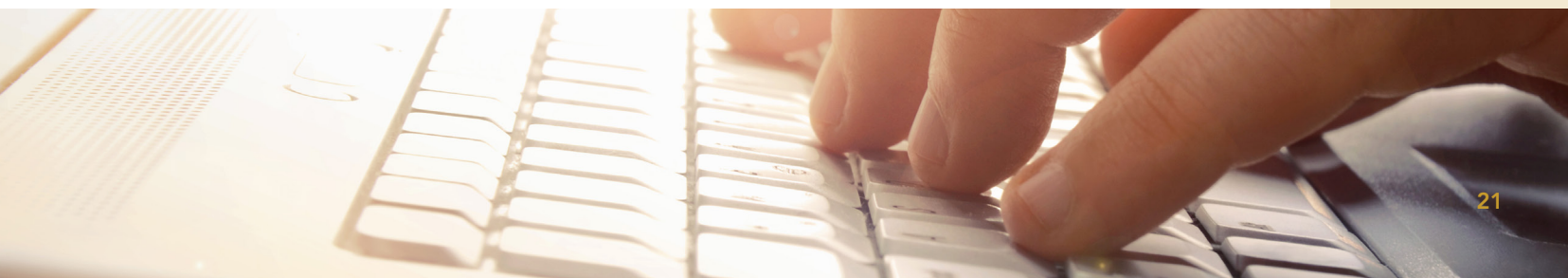
2.3.3. Initiate conversations with high-speed internet providers (i.e. Google Fiber, Cspire) to promote the Delta region as a test bed for ultra-high-speed gigabit internet service.

- Promote the Delta region as a unique proof-of-concept location to determine the economic impacts of expanding broadband internet service into a region that is currently lagging the U.S. in the development of digital infrastructure.
- Improve utilization and adoption of connectivity.

2.3.4. Support the development of “fiberhoods” in Delta communities to concentrate access to ultra-high-speed broadband internet in specific geographies.

- Use this strategy as a way to concentrate like-minded entrepreneurs in startup districts.
- Focus initially on the region’s large urban areas, ideally targeting districts in need of revitalization and reinvestment.

- 2.4. Support state and local economic development organizations and local development districts in their efforts to put in place deal-ready sites for business recruitment and expansion projects.
- 2.4.1. Work with state economic development organizations to showcase the region as a great place to do business and promote the region's premier real estate development opportunities.
 - 2.4.2. In order to make efficient use of existing infrastructure in Delta communities, prioritize investments that promote redevelopment and reuse of existing industrial sites.
- 2.5. Improve capital access throughout the Delta, especially in non-urban areas where it is lacking most.
- 2.5.1. Continue, expand, and scale the work of the Rural Opportunities Investment (ROI) initiative and increase DRA involvement in capital networks for rural Delta regions.
 - 2.5.2. Create a cadre of qualified individuals to advise communities on New Market Tax Credit (NMTC) investments, the Community Reinvestment Act (CRA), and community development lending.
 - 2.5.3. Work with regional investors and entrepreneurs to expand access to capital for high-growth startups.
 - Help to develop, recruit, and expand the presence of angel investment funds in the region. Where these are already operational, expand their reach to rural areas.
 - Bring in venture capital, private equity, and angel investors from outside the region to showcase viable startups in the Delta region to outside investors.
 - Partner with the U.S. Small Business Administration and other relevant organizations to cultivate relationships between entrepreneurs and funding sources.
 - 2.5.4. Encourage reverse-pitch events that link businesses with specific product and service needs to local providers.
 - 2.5.5. Work with local and state organizations to support the small businesses that are the lifeblood of many Delta communities.
 - Work with the region's Small Business Development Centers (SBDCs) to help entrepreneurs tap into federal funding sources by applying for Small Business Innovation Research (SBIRs) grants, the Small Business Technology Transfer program (STTRs), and other programs available to entrepreneurs.
 - Work with USDA to identify potential Rural Business Investment Companies (RBICs) to support capital investment and economic growth in the Delta's rural communities.
 - Leverage existing resources from SBDCs and manufacturing extension services from Delta region higher education institutions to support targeted business expansion. This could build capacity at the local level, especially in rural areas, by focusing on existing programs through specific partnerships.
 - Work with nonprofits, especially in rural areas, to support the growth of microenterprises in Delta communities. These microenterprises can be used to serve specific gaps in retail and services.
 - 2.5.6. Incorporate the principles of place-based impact investing to strengthen local investments and programs (including technical assistance) with other federal, state, and local programs.
 - 2.5.7. Package small investment opportunities together in rural areas and take them to market as larger projects to attract major investors from within and outside of the Delta region.



GOAL 3. INCREASED COMMUNITY CAPACITY

Facilitate local capacity building within Delta communities, organizations, businesses, and individuals.

Strong local leadership in Delta communities is a prerequisite for the capacity building that will yield long-term economic prosperity for the region's businesses and residents. Competitive and resilient communities are able to attract new jobs and investment and keep those jobs and businesses thanks in large part to their high level of engagement from community and business leaders. Building capacity within Delta communities must happen at all levels (organizations, businesses, and individuals) in order to achieve widespread positive outcomes.

The development of a robust entrepreneurial environment is also important to the long-term success of the region. Entrepreneurs, innovative companies, creative workers, and technology are key elements of the regional economy. These are the underpinnings that will drive growth across the Delta's economies.

The quality of place in Delta communities also has a major influence on their potential for economic development. Today's generation of young adults, much more than previous generations, favors urban living or suburban living with urban amenities and everything that comes with it (e.g., walking, biking, and patronizing locally owned shops and restaurants). Meanwhile, the biggest priority for most companies (and by extension, for communities) is access to qualified workers. Providing an attractive environment that appeals to young professionals is necessary for economic development. Thus a growing number of small cities and towns recognize the importance of offering walkable neighborhoods and downtown districts that attract young people.

FOCUS AREAS

- Leadership development
- Entrepreneurship & innovation
- Quality of place
- Disaster recovery and economic resilience

KEY ACTIONS

- Capitalize on the unique assets within the Delta's urban areas to benefit the entire region, including rural areas
- Engage more of the region's young and emerging business and community leaders
- Continue to promote entrepreneurship and innovation to stimulate economic growth
- Encourage social innovation and social entrepreneurship to address local challenges

QUALITY OF LIFE VS. QUALITY OF PLACE

Economic development activities are often undertaken in a vacuum, as if jobs were somehow independent of the people who hold them. Workers need places to live with amenities and educational opportunities. Quality housing, restaurants, and good schools are not luxuries for today's workforce; they are necessities. Communities that fail to address these concerns will struggle to compete for new jobs and capital investment.

Much has been written about the importance of quality of life in the site selection process. Communities throughout the nation have positioned themselves by touting their advantages in this regard: good schools, safe streets, pleasant weather. These factors are important, but they are too narrow in their focus. Quality of life assumes that everyone thrives in the same environment and is attracted to the same amenities. It assumes that current residents' view of what makes a community would be shared by all. By contrast, quality of place considers what is attractive to a range of residents, both old and new. The idea of quality of place accommodates growth and recognizes the benefits of change. Quality of place is about providing options, not just for current residents but for those who will be residents in the future.

STRATEGIES AND POTENTIAL ACTIONS

The following are recommendations for DRA communities and partner organizations that identify strategies and actions to support economic and community development for the region.

- 3.1. Develop new strategic initiatives and continue existing programs that build capacity among local leaders.
 - 3.1.1. Create a toolkit of economic development best practices to serve as a resource for Delta communities seeking examples of successful programs, both within the Delta region and nationally.
 - Potential focus areas for the toolkit include: place-making initiatives, small business and entrepreneur support programs, and workforce development programs.
 - 3.1.2. Periodically conduct a trends analysis that summarizes economic, social, and technological trends impacting economic development.
 - Communicate this information in a report format with recommendations to Delta leaders to help them anticipate and prepare for future change in their communities.
 - 3.1.3. Continue to update and promote the Today's Delta online research tool as a knowledge base for local leaders.
 - Promote the tool as an efficient resource for local development districts, local governments, and nonprofit organizations that rely on up-to-date demographic and economic data to compete for federal and philanthropic funding.
 - Encourage local community leaders to use the tool to better understand the challenges and opportunities facing their communities.
 - Expand the tool to incorporate more indicators that give a more comprehensive picture of the challenges and opportunities of Delta communities.
 - 3.1.4. Expand the scope and reach of the Delta Leadership Institute (DLI) to support the development of a wider array of leaders across the region, including young and emerging business and community leaders.
 - Continue and expand the DLI program to develop a strong pipeline of local leaders across the region's urban and rural communities.
 - Work with local civic leadership programs to connect DLI graduates with other local leaders.
 - 3.1.5. Continue and expand training programs for local leaders that build understanding of economic resilience and disaster recovery strategies for Delta communities.
 - Use the lessons learned from the post-Katrina recovery efforts in New Orleans as a model for other Delta communities in planning for and mitigating potential disaster impacts.
 - Also emphasize resilience from economic disasters (e.g. a major plant closing or a mass layoff at a large corporation).
 - Promote awareness of disruptive technologies and emerging industry trends among economic development professionals in Delta communities.
 - Strengthen the DRA's organizational and community capacities to plan for and respond to natural and economic disasters, including through training of additional staff members for on-the-ground response and recovery work, and through memorandums of understanding (MOUs) with FEMA, SBA, EDA, HUD, state Emergency Management Agencies, and other federal, state, and local agencies and organizations .
 - Provide programming and support for continuity planning, strengthening businesses' abilities to recover from economic disasters.

TODAY'S DELTA: ONLINE RESEARCH TOOL

Today's Delta was originally published as a report in September 2012 (and updated in April 2015), with county-level data across all eight DRA states on indicators of population, educational attainment, poverty, health, economics, and housing. In August 2015, the DRA launched Today's Delta as a new online research tool that connects economic developers and local leaders to demographic and economic data to grow local economies, compete for federal and philanthropic funding, and attract business investments into the region. It allows statistical comparisons across multiple geographies across the region and plays an important role in helping community leaders develop a better understanding of the challenges and opportunities facing their communities. The DRA will continue to maintain the research database with updated data at no cost to the public.

DRA LEADING ECONOMICALLY COMPETITIVE AND RESILIENT COMMUNITIES (ECRC) TRAINING SERIES

The Delta Regional Authority (DRA) partnered with the U.S. Department of Commerce Economic Development Administration (EDA) and the International Economic Development Council (IEDC) to develop a series of intensive training programs for public officials and community leaders in the Delta region. The series includes economic development training for mayors and other local elected officials as well as disaster resilience training. The trainings are hosted by the DRA and take place in each of the eight states of the Delta region. Course content was developed in partnership with IEDC and in coordination with local development districts, economic development organizations, and other partners. These workshops help empower community leaders to strengthen their local economies and prepare for natural and economic disasters through proactive risk management, planning for business and industry recovery, and coordination with state-level economic development and emergency management entities. All of this is ultimately aimed at helping to make the Delta region's economy and communities more resilient.



- 3.2. Emphasize programs and investments to advance entrepreneurship and high-growth business development in Delta communities, ensuring the unique innovation assets found within the region's urban areas are leveraged to benefit the entire region, including rural areas.
 - 3.2.1. Support innovation efforts in the region's urban centers as a way to boost entrepreneurship and innovation across the Delta region.
 - Continue to expand the Delta Entrepreneurship Network, identifying, connecting, and growing the region's entrepreneurs through a series of Delta Challenge pitch competitions, special programming at New Orleans Entrepreneur Week in partnership with Idea Village, and targeted technical assistance for entrepreneurs.
 - 3.2.2. Encourage local governments to adopt policies that support entrepreneurship and innovation.
 - 3.2.3. Work with the region's higher education and startup community to expose more high school and college students to entrepreneurship and innovation as a career path through Junior Achievement and other programs.
 - 3.2.4. Create a Delta region entrepreneurial ecosystem map indicating the numerous programs, initiatives, and assets that exist across the region to fuel innovation and entrepreneurship.
 - Facilitate asset mapping of the region's entrepreneurial landscape to help entrepreneurs, startups, and investors navigate the region's existing entrepreneurship and innovation resources.
 - The ecosystem map can also serve as a tool to improve awareness of the Delta region to outsiders, branding the region as a great place to launch a new enterprise or invest in a new venture.
 - The map can be promoted internally among business and community leaders to help Delta citizens recognize their own communities as hotbeds for entrepreneurship and innovation.
 - 3.2.5. Encourage local development districts to partner with each other to create entrepreneurship support networks that offer access to space (e.g. incubators and accelerators) and early-stage financing.

- This could be achieved through an expansion of the scope of the Delta Entrepreneurship Network.
- Focus this effort on supporting entrepreneurship in rural communities.

3.3. Continue to work with the White House Rural Council to support and expand initiatives that further the DRA's and the Administration's shared priorities.

3.3.1. Continue the DRA's involvement in the Made in Rural America Export and Investment Initiative and other efforts to grow Delta businesses through export programs that connect local firms to the global marketplace and boost opportunities for exporting Delta-made products.

- Serve as a resource to connect Delta businesses and economic development organizations with federal programs that promote international trade for U.S.-based firms.
- Support Delta businesses in attending global trade events that allow them to showcase their products to global buyers.

3.3.2. Continue the legacy of the Investing in Manufacturing Communities Partnership (IMCP) to promote, recognize, and invest in the work of communities that are leaders in advancing American manufacturing and creating or reshoring U.S. manufacturing jobs.

3.3.3. Continue to support and find new ways to leverage the work and mission of initiatives such as Promise Zones and StrikeForce.

3.4. Enrich the quality of place of Delta communities through creative place-making.

3.4.1. Highlight the stories of successful downtown revitalization efforts and other place-making initiatives across the Delta region that have yielded benefits in the form of increased economic activity and talent attraction.

3.4.2. Use the Local Foods, Local Places program and other initiatives to support the region's farmers and farmers markets, revitalize Delta communities, and increase access to locally grown foods.

- Encourage and prioritize investments that strengthen local food systems and connect producers, retailers, and consumers along value chains.
- Focus on efforts that enhance the agriculture sector through innovation and technology-based solutions.

3.4.3. Support efforts to improve the affordability and availability of quality housing across the region.

3.4.4. Work with federal, state, and local agencies to protect the region's environmental assets.

3.4.5. Support local efforts to develop and market the region's tourism and cultural assets.

- Promote attractions that leverage the Delta region's unique cultural heritage (e.g. civil rights history, the Mississippi River, and the Mississippi Blues Trail) and brand the entire region as a great place to visit.
- Work with local and state organizations to better connect tourism-based events and festivals with efforts to enhance innovation and entrepreneurship.
- Prioritize investments that support the development of tourism destinations that draw visitors from outside of the region, providing new jobs and tax dollars for Delta communities. Emphasize small business growth through tourism and the creative economy.
- Leverage tourism-driven events and festivals to support increased commercialization and sales for Delta artists and retailers.
- Support projects that provide affordable space for artisans and creative workers.

DRA POLICY FRAMEWORK FOR SMALL BUSINESS & ENTREPRENEURSHIP

Five key components to creating a successful entrepreneurial ecosystem:

1. Developing a pipeline of educated and skilled workers
2. Cultivating technology exchange and innovation
3. Improving access to capital
4. Promoting awareness and building networks
5. Optimizing the regulatory environment



STARTUP SEATTLE ENTREPRENEURSHIP ECOSYSTEM MAP

Startup Seattle is an initiative and website created by the city's Office of Economic Development. It is designed to help entrepreneurs navigate the city's resources and connections. One of the most valuable components of the Startup Seattle website is the entrepreneurship ecosystem map, which graphically displays the locations of nearly 2,000 organizations (startups, investors, incubators, and others) in 25 different categories. The Startup Seattle website provides other information for entrepreneurs, including events (free postings for tech startup events), resources (an ever-expanding list of organizations and services for tech-startups), jobs (a curated collection of tech startup career opportunities), blog articles (tips and trends, profiles of startups and community leaders), and a newsletter.

3.5. Encourage initiatives centered on social innovation, social entrepreneurship, and social equity to address critical challenges facing Delta communities while also providing opportunities to attract and retain talent.

3.5.1. Establish an annual "Delta Social Innovation Contest" that recognizes and awards entrepreneurs, nonprofit directors, and other business and community leaders that have developed innovative solutions to the region's most pressing social challenges.

- Model the contest using an approach similar to related initiatives, such as the Teach for America Social Innovation Awards.
- Invest in and leverage leaders that have demonstrated success in addressing challenges that align with the DRA's priorities (e.g. health outcomes and workforce development).
- Use the contest as a way to vet local projects and initiatives that could potentially be scaled to serve a larger area and have a positive impact on the entire Delta region.

3.5.2. Encourage investments that lead to more equitable social outcomes in addition to delivering on the DRA's core priorities of job creation and increasing private sector investment.

3.6. Serve as the Delta region's thought leader on economic development and policy issues that impact the DRA region with particular focus on infrastructure, access to quality, affordable healthcare, disaster recovery and resilience, workforce development, small business and entrepreneurship, and poverty.

3.6.1. Through DRA-sponsored events, provide insights on emerging industry trends, disruptive technologies, and other factors impacting economic development in Delta communities.

3.6.2. Publish white papers and policy briefing documents on relevant topics to position the DRA as a key influencer within the realm of economic development.

AGLAUNCH (TENNESSEE)

In response to a challenge issued by Governor Bill Haslam, officials with the Tennessee Farm Bureau Federation, the Tennessee Department of Agriculture, and the University of Tennessee Institute of Agriculture came together to craft a strategy in support of the state's \$66 billion agriculture and forestry sector. The resulting plan, issued in December 2013, sets out 27 actions under four major strategies designed to achieve the Governor's goals of increasing farm income and agribusiness investment and positioning the state as the number one producer in the southeast. One initiative resulting from the planning process is AgLaunch, an agritech-focused business acceleration program developed by the Memphis Bioworks Foundation to capitalize on the growth in agriculture-related venture capital investment. When fully operational in July 2016, AgLaunch will integrate with the state's existing accelerator network, Launch Tennessee (launchtn.org), and will play a central role in the development of a Rural Business Investment Company, a U.S. Department of Agriculture program designed to bring early-stage investment capital into rural areas.



SOCIAL INNOVATION

According to Stanford University's Center for Social Innovation, social innovation is "a novel solution to a social problem that is more effective, efficient, sustainable, or just than current solutions." Although the concept has been around for decades, it is gaining widespread attention as a way to bring practitioners, policy makers, businesses, and philanthropic concerns together around some of society's most intractable problems. Examples of its growing appeal can be seen in competitions like Teach for America's Social Innovation Award, which calls for new ideas to address the root cause of "educational inequity." Winners receive \$150,000 in seed funding and professional coaching. Two of the three 2015 award winners had experience as volunteers in Delta communities:

- Created by Mississippi Delta Teach for America alumna Michelle Brown, CommonLit.org is an online tool to help reading teachers in grades 5-12 access high-quality texts categorized by reading level and theme.
- Rooted School (rootedschool.org) is an open-enrollment high school serving the greater New Orleans area designed to help prepare students for college while partnering with local employers to provide work experiences. Founded by alumnus Jonathan Johnson, who spent four years teaching at KIPP Central City Academy in New Orleans, the school will open for the 2015-2016 school year as a small pilot program of 15 students.



CONCLUSION

Among the most defining and remarkable qualities of the Delta region are the harmonious interconnections between the region's unique physical geography, and its equally distinctive, rich culture. The Delta exudes an inviting, quintessential simplicity; it is home to resilient, diverse, and hard-working people who identify with and are fiercely loyal to the region – their home. At every turn, the region reconciles would-be contradictions: Delta people embrace tradition, yet they are tirelessly innovative; the region is economically distressed, yet culturally rich. And although many of the counties contiguous with the Mississippi river are some of the poorest areas in the Delta region and the nation, the river is the fundamental conduit of the Delta economy, facilitating commerce along its ports and waterways and connecting the Delta to the global marketplace.

Interwoven with its complex fabric of opportunities and assets, the Delta region is faced with equally complex challenges. Some of these are the products of entrenched problems long in the making, which can only reasonably be expected to take longer still to remedy. Problems like generational poverty and systemic barriers to education, wellness, employment, literacy, and quality of life abound. These deeply-rooted issues can only be alleviated when addressed at the source, over time, and under the care of generations of optimistic, visionary community leaders and collaborators.

In implementing the strategy laid out within this plan, the DRA will continue to strive to mitigate the Delta's challenges by developing and investing in its comparative advantages. The DRA will work to identify the region's greatest assets, to strengthen its economic drivers, and to enhance connectivity and collaboration between the Delta's capable and passionate networks of community leaders, investors, students, non-profits, and workers. In all these efforts, the DRA's focus is placed on real solutions that catalyze impactful, sustainable, lasting change.

Over the next five years, the DRA will continue to put forth practical applications of innovative ideas. The DRA will make new advancements in workforce development, increase small business and entrepreneurship support, build capacity in local communities, and improve physical and digital infrastructure. Most importantly, the DRA will continue to ask Delta residents and leaders what challenges and opportunities they see on the horizon – and will listen and respond to their answers with action.

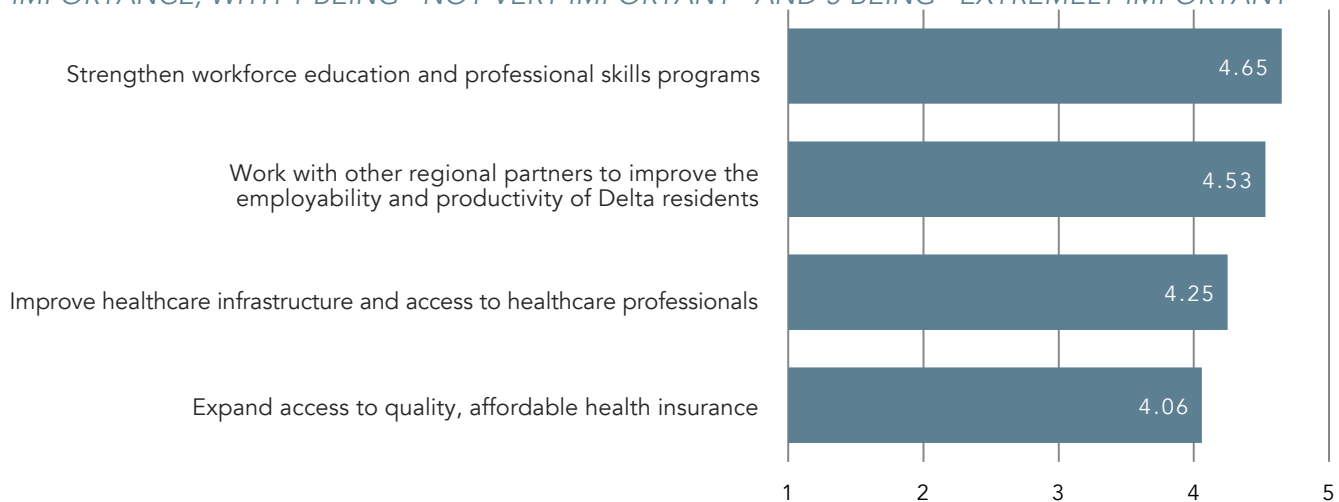


APPENDIX A: SURVEY SUMMARY

As part of the Discovery phase, Economic Leadership LLC and TIP Strategies looked for feedback from citizens and professionals within the Delta region concerning the current economic state of the region, the relative importance of the goals and objectives from the RDP II, and specific advice for the DRA. An online survey was sent out to a large list of professionals from the DRA listserve. The survey was also completed by attendees of the listening sessions held across the region. There were 556 total responses.

Below are the averages for the objectives for goal one. All of the objectives for goal one ranked above a 4 ("important") on a scale of 1 to 5. Strengthening workforce education and professional skills was considered the most important objective (4.65) while expanding access to quality, affordable health care was the lowest ranked (4.06), although still deemed important.

FIGURE 5. GOAL ONE: ADVANCE THE PRODUCTIVITY AND ECONOMIC COMPETITIVENESS OF THE DELTA WORKFORCE
IMPORTANCE, WITH 1 BEING "NOT VERY IMPORTANT" AND 5 BEING "EXTREMELY IMPORTANT"

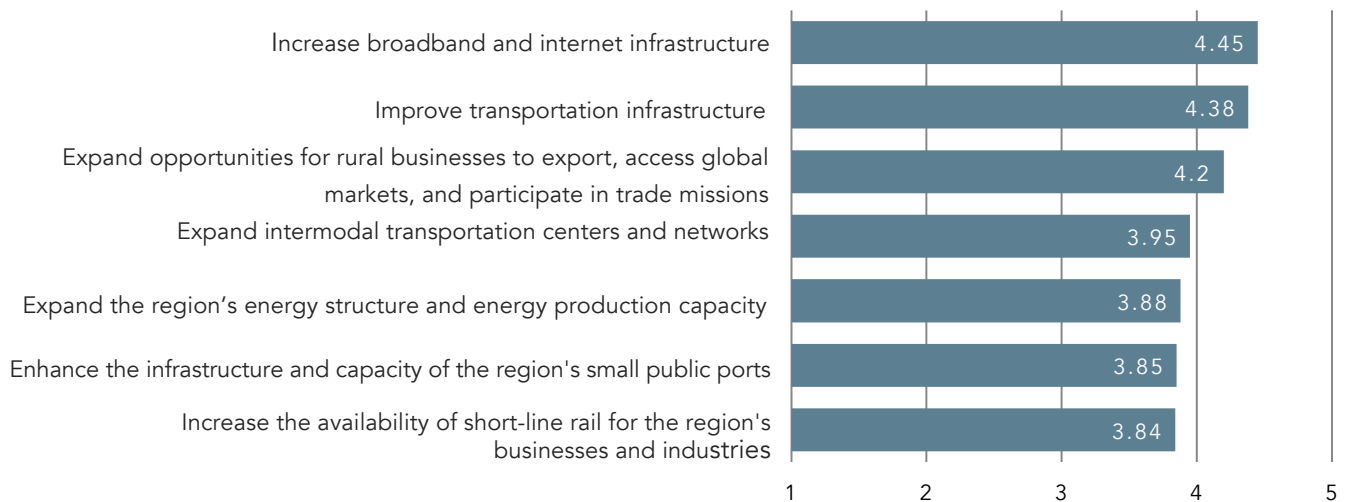


Source: RDP III online survey.

APPENDIX A

Below are the averages for the objectives for goal two. All of the objectives for goal two ranked above a 3 ("moderately important") and three out of seven ranked above a 4 ("important"). Increasing broadband and internet infrastructure was considered the most important objective (4.45) while increasing the availability of short-line rail for the region's businesses and industries was the lowest ranked (3.84).

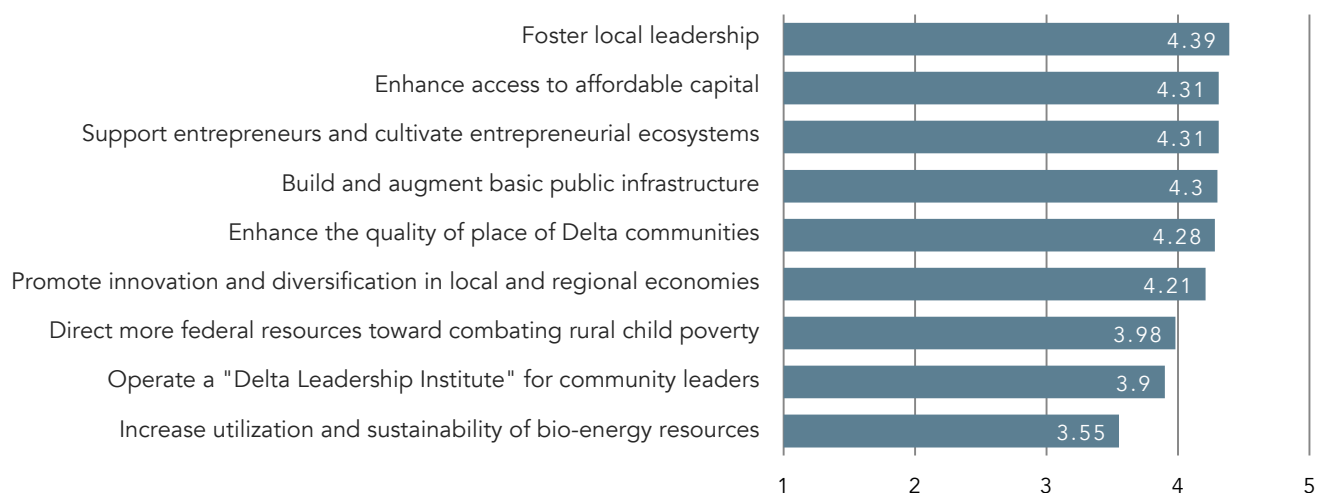
FIGURE 6. GOAL TWO: STRENGTHEN THE DELTA'S PHYSICAL, DIGITAL, AND CAPITAL CONNECTIONS TO THE GLOBAL ECONOMY
IMPORTANCE, WITH 1 BEING "NOT VERY IMPORTANT" AND 5 BEING "EXTREMELY IMPORTANT"



Source: RDP III online survey.

Below are the averages for the objectives for goal three. All of the objectives for goal three ranked above a 3 ("moderately important") and six out of nine ranked above a 4 ("important"). Fostering local leadership was considered the most important objective (4.39) while increasing utilization and sustainability of bio-energy resources was the lowest ranked (3.55).

FIGURE 7. GOAL THREE: FACILITATE CAPACITY BUILDING WITHIN DELTA COMMUNITIES , ORGANIZATIONS, AND BUSINESSES
IMPORTANCE, WITH 1 BEING "NOT VERY IMPORTANT" AND 5 BEING "EXTREMELY IMPORTANT"



Source: RDP III online survey.

APPENDIX B: ECONOMIC DATA

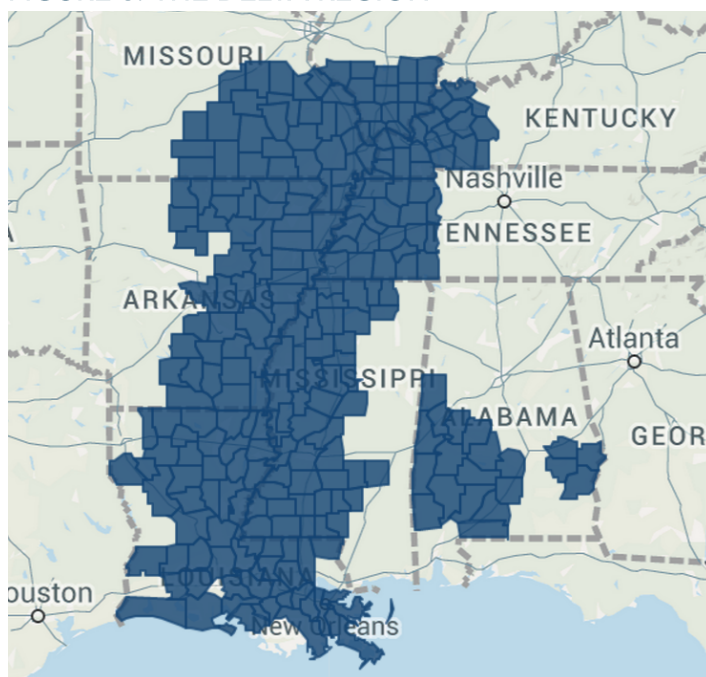
This section uses available data on population, employment, income, and poverty to document long-term trends in the Delta region.

In conducting this analysis, we sought to help answer the following questions:

- How has the population of the region grown relative to the U.S. and among the eight Delta states?
- Has job growth kept pace with the nation? How has the pattern of growth differed by state?
- How does personal income of Delta residents compare to the U.S. average? How has it changed over time relative to the nation?
- What percentage of Delta residents meet the federal poverty standard? How has this rate changed over time?

Additional economic data tables, including projections of population and employment, are provided at the end of this report. Consistent projections were not available from public sources for all geographies. To provide a uniform set of projections for all counties, population and employment projections prepared by proprietary data provider EMSI were used. Employment figures shown throughout the report, including both historic and projected figures, are for “covered” employment (i.e. workers covered under the state-federal unemployment insurance program). While EMSI relies on more than 90 public data sets to prepare its estimates and projections, the data are not directly comparable to historic figures prepared by the federal government.

FIGURE 8. THE DELTA REGION



DATA SNAPSHOT

(1)	Population, 2015	9,923,731
(2)	Change in population since 2010 (#)	+70,207
(3)	Change in population since 2010 (%)	+0.7%
(4)	Components of population change, 2010 to 2015	
	Natural increase	+154,568
	Domestic migration	-144,283
	Foreign migration	+59,922
(5)	Total employment (covered), 2015	3,891,780
(6)	Change in (covered) jobs since 2010 (#)	+187,225
(7)	Change in (covered) jobs since 2010 (%)	+5.1%
(8)	Per capita personal income (PCPI), 2014	\$37,839
(9)	Annual rate of PCPI growth since 2010	1.0%
(10)	Share of population in poverty	21.5%

Sources: U.S. Census Bureau (items 1-4); U.S. Bureau of Labor Statistics (items 5- 7); U.S. Bureau of Economic Analysis (items 8 and 9); U.S. Census Bureau, Small Area Income and Poverty Estimates (10); TIP Strategies (calculations). Note: Population change shown in items 2 and 3 represents the sum of population change in Delta counties/parishes based on official population estimates. These estimates include a residual component that is a function of the Census Bureau’s modeling process. These figures differ from the population change shown in Figure 11 which excludes this component.

POPULATION

After mirroring national patterns through the latter half of the 1800s, the combined rate of population growth in the counties and parishes that now comprise the Delta region began to diverge from the national average as early as the 1920s, veering sharply away from the U.S. rate beginning in the 1940s as millions migrated. With the exception of a strong uptick in population growth in the 1970s, the region's population has grown much more slowly than the nation's has for more than 50 years. Figure 10 compares population trends in Delta counties and parishes by state since 1950. Three states—Kentucky, Tennessee, and Louisiana—show consistent population growth relative to 1950 levels, with Tennessee and Louisiana consistently outperforming the Delta region as a whole. By contrast, the population of Delta counties in Illinois and Alabama remained at or below 1950 levels throughout the period.

FIGURE 9. POPULATION IN THE DELTA REGION, 1850 TO 2010*

TOTAL FOR 252-COUNTY/PARISH REGION

RATE OF CHANGE BY DECADE

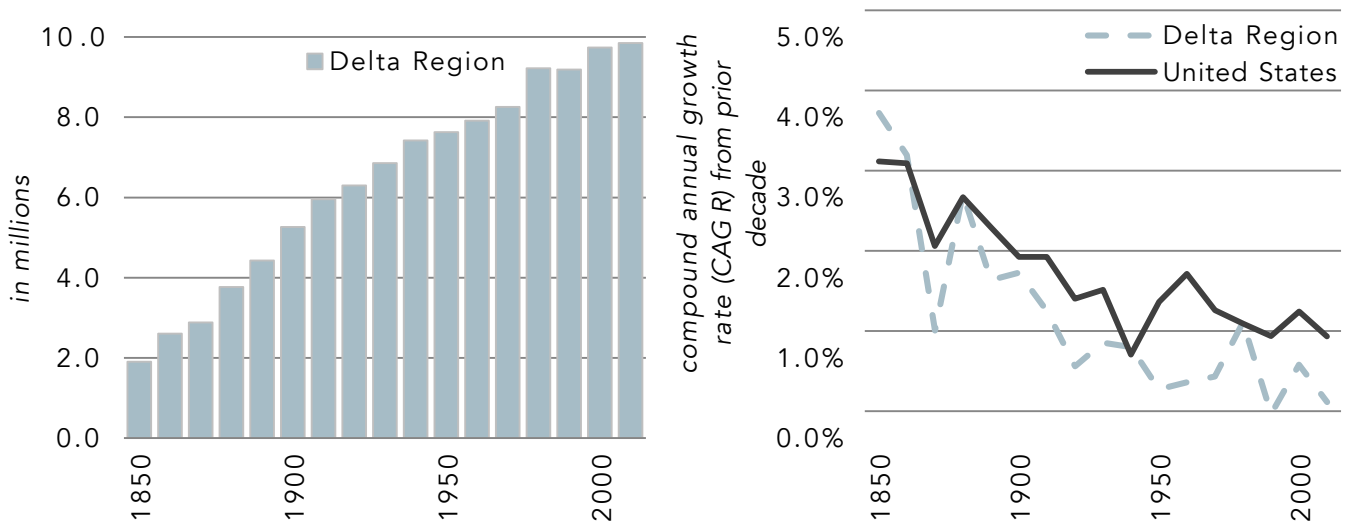
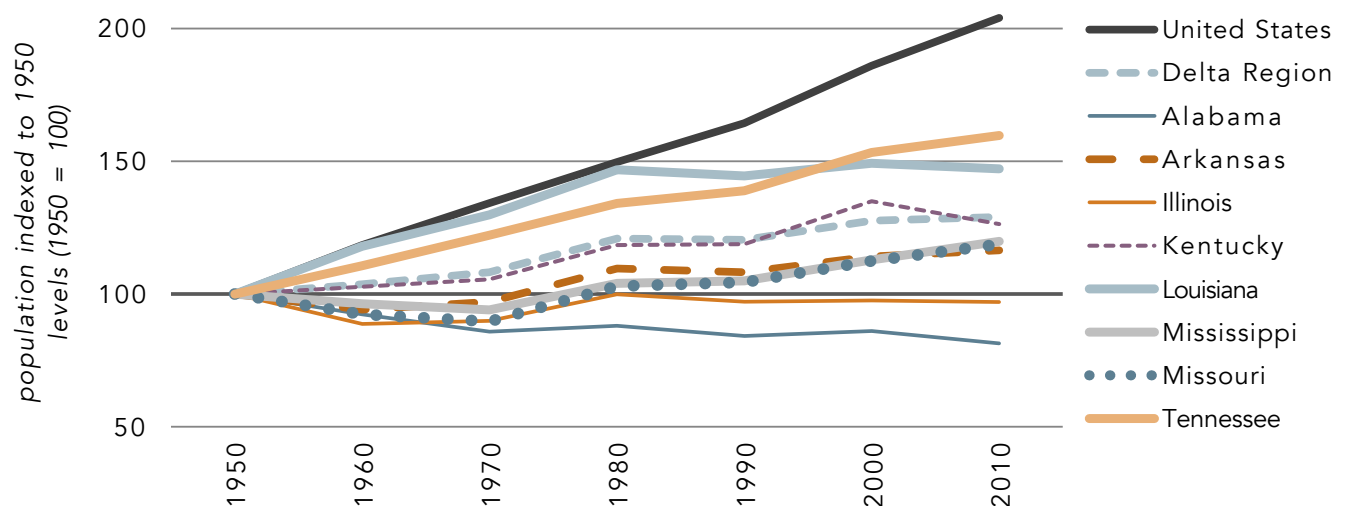


FIGURE 10. LONG-TERM POPULATION GROWTH TRENDS, 1950 TO 2010

POP. CHANGE IN DELTA COUNTIES/PARISHES BY STATE, INDEXED TO 1950 LEVELS (1950 = 100)



Source: U.S. Census Bureau, Population Division; TIP Strategies. *Note: 1920 is the first year in which all 252 counties appear in the data.

Population change in a given region has three components: births, deaths, and migration (domestic and foreign). The U.S. Census Bureau prepares estimates of each component annually for the U.S., states, and counties. These components of population change can then be further refined to two factors: natural increase (a surplus of births relative to the number of deaths) and net migration (the net impact of people moving into and out of the region). These calculations are done as part of the agency's inter-censal population estimates. As a result, data for each decade are superseded when a new decennial census is undertaken. The figures below show the most recent components of change for the U.S., the Delta region, and the combined totals for Delta counties and parishes in each state. County-level detail is provided in Appendix C.

FIGURE 11. CUMULATIVE COMPONENTS OF POPULATION CHANGE*, 2010 TO 2015
SHARE OF CHANGE ATTRIBUTABLE TO NATURAL INCREASE AND NET MIGRATION

Geography	Total Estimated Population Change, 2010 to 2015	Components of Population Change (Summarized)			
		Natural Increase		Net Migration	
		#	% of total pop. chg.	#	% of total pop. chg.
United States	+12,660,715	+7,325,826	58%	+5,334,889	42%
Delta Region	+70,207	+154,568	220%	-84,361	-120%
Delta Counties:					
Alabama	-9,850	+307	-3%	-10,157	103%
Arkansas	-4,856	+15,852	-326%	-20,708	426%
Illinois	-6,038	-730	12%	-5,308	88%
Kentucky	-3,023	+3,592	-119%	-6,615	219%
Louisiana	+90,388	+73,382	81%	+17,006	19%
Mississippi	+1,768	+27,096	1533%	-25,328	-1433%
Missouri	-2,706	+2,142	-79%	-4,848	179%
Tennessee	+4,524	+32,927	728%	-28,403	-628%
ALL COUNTIES:					
Alabama	+77,177	+47,896	62%	+29,281	38%
Arkansas	+62,512	+44,508	71%	+18,004	29%
Illinois	+40,332	+295,920	734%	+255,588	-634%
Kentucky	+87,085	+64,922	75%	+22,163	25%
Louisiana	+136,828	+107,922	79%	+28,906	21%
Mississippi	+23,482	+49,029	209%	-25,547	-109%
Missouri	+97,325	+101,770	105%	-4,445	-5%
Tennessee	+250,876	+96,386	38%	+154,490	62%

Source: U.S. Census Bureau, Population Division. *Note: Total estimated population change excludes the residual component created as a result of the modeling process. Therefore, population change figures shown here may vary from other published estimates. Natural increase = births minus deaths; net migration = sum of domestic and foreign migration.

With the exception of Louisiana, Delta counties in each state as a group experienced negative net migration during the period. Illinois was the only state to see both negative natural increase and negative net migration in its Delta counties.

EMPLOYMENT

Employment in the Delta region grew at a steady pace through much of the 1980s and 1990s. However, since roughly 2000, the growth in traditional wage and salary jobs has stagnated within the region as a whole. A look at annual growth rates reveals that the region tracks with the U.S. during downturns, but fails to capture the same level of growth as the nation during the recovery. This pattern has been particularly evident in recent years. A look at job trends by state reveals that growth has been most sluggish in Alabama and Louisiana, with the number of jobs in Alabama actually falling below 1980 levels in the past five years. By contrast, the rate of employment growth in Missouri and Tennessee has mirrored or slightly exceeded that of the nation over the period analyzed.

FIGURE 12. ANNUAL AVERAGE EMPLOYMENT* IN THE DELTA REGION, 1980 TO 2015
TOTAL FOR 252-COUNTY/PARISH REGION % CHANGE FROM PRIOR YEAR

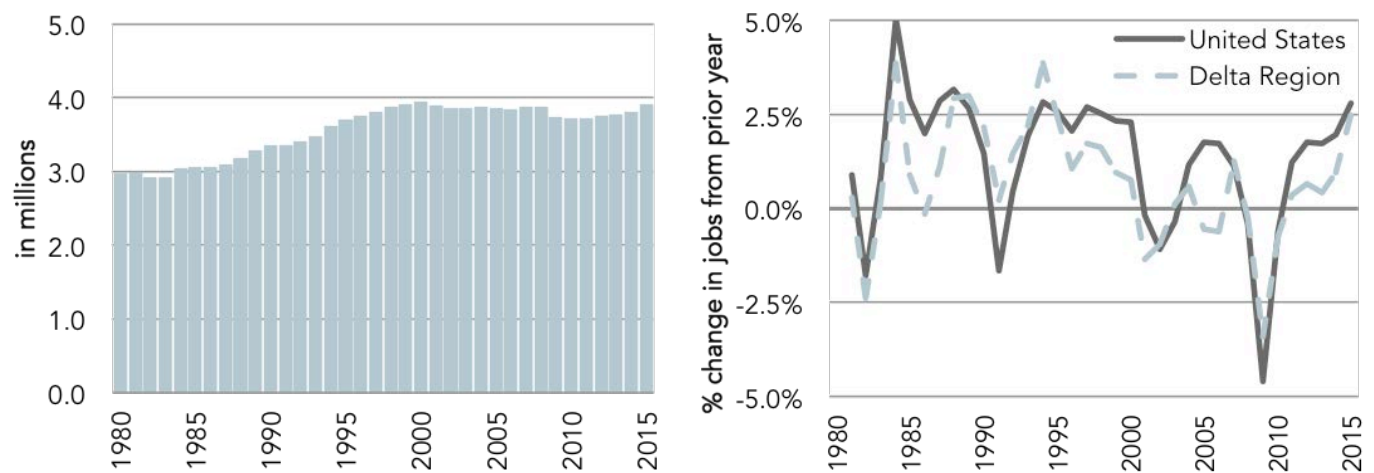
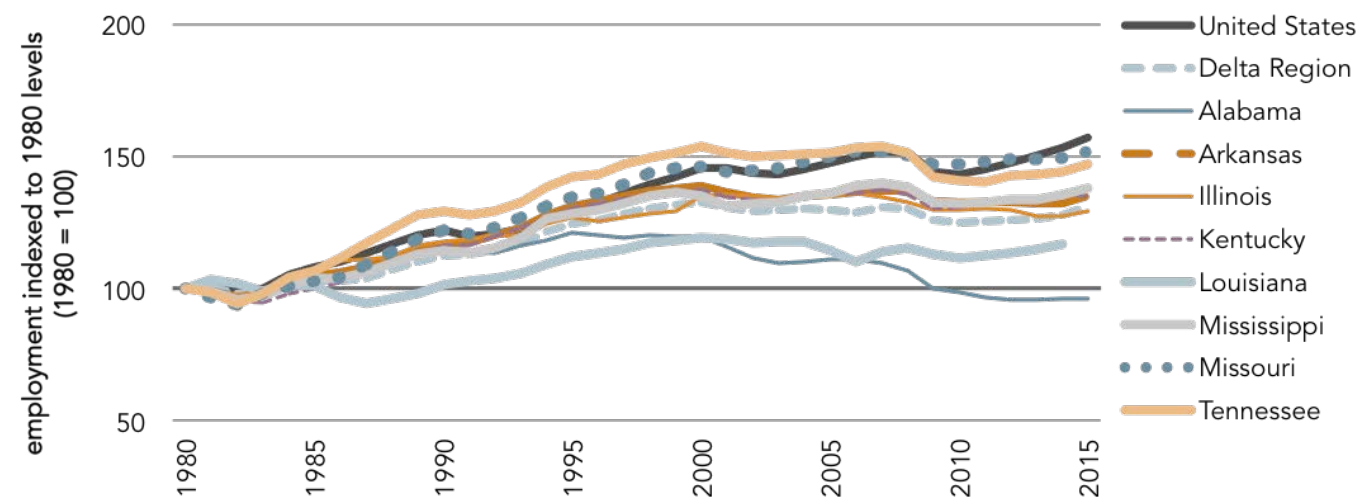
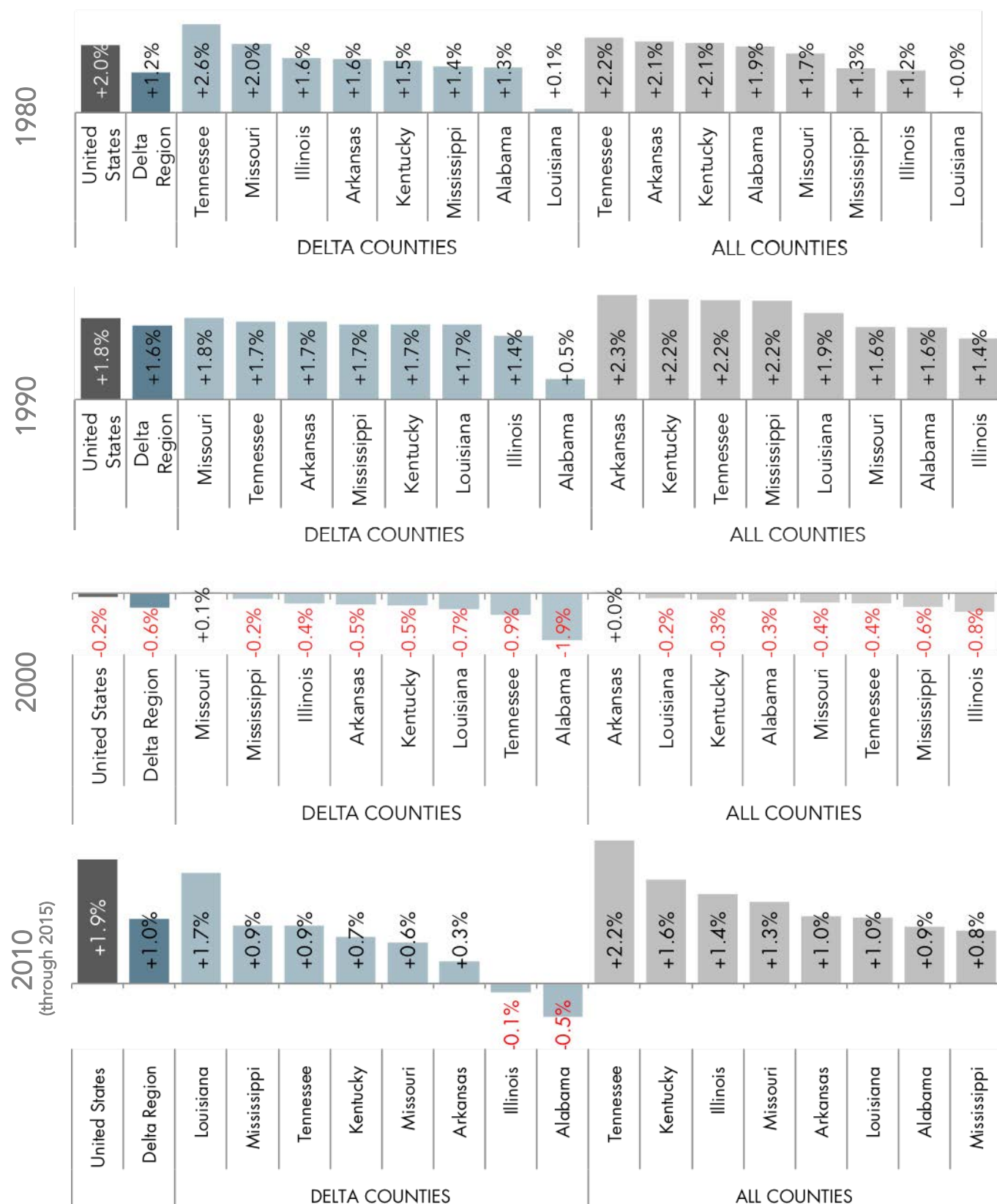


FIGURE 13. LONG-TERM EMPLOYMENT GROWTH TRENDS, 1980 TO 2015
CHANGE IN COVERED* JOBS IN DELTA COUNTIES/PARISHES BY STATE, (1980 = 100)



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages; TIP Strategies. *Note: Includes only those workers covered by unemployment insurance.

FIGURE 14. ANNUAL GROWTH RATES FOR COVERED* JOBS BY DECADE IN DELTA STATES



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages; TIP Strategies. *Note: Includes only those workers covered by unemployment insurance.

INCOME

Figures from the U.S. Bureau of Economic Analysis show improvement in per capita personal income (PCPI) levels in the Delta region, although average PCPI continues to lag the U.S. In 2013, Delta region residents averaged 84¢ in income for every \$1.00 of income received at the national level. In percentage terms, PCPI growth in Delta counties and parishes as a group outpaced the U.S. in every decade for which data are available. However, the region's higher growth rates are likely attributable, at least in part, to its lower starting point relative to the nation.

FIGURE 15. PER CAPITA PERSONAL INCOME (PCPI) TRENDS, 1970 TO 2014

PCPI FOR DELTA REGION & U.S., 1970 TO 2014 DELTA REGION PCPI RELATIVE TO U.S. (U.S. = \$1.00)

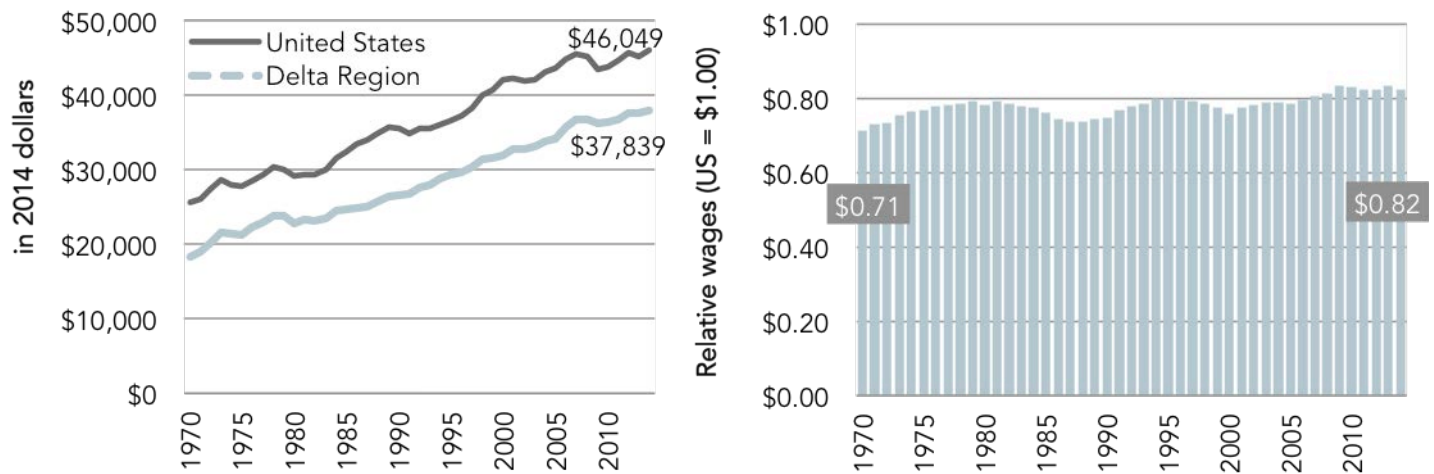
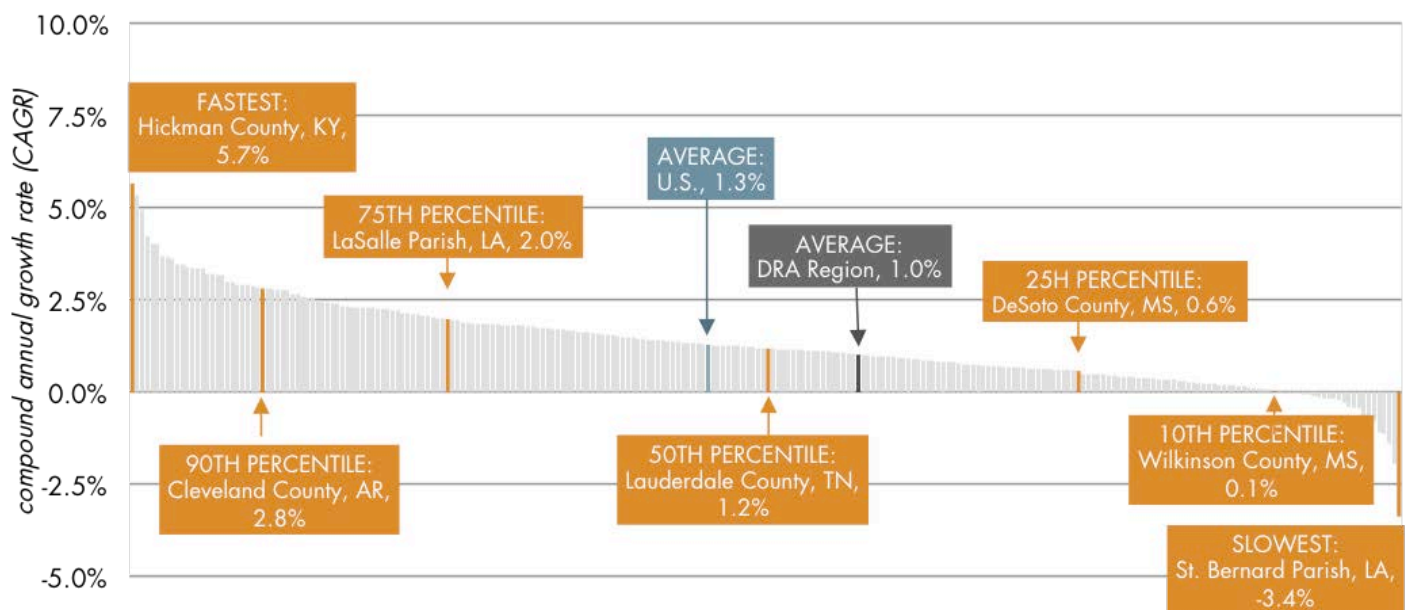


FIGURE 16. PCPI ANNUAL GROWTH RATE, 2010 TO 2014

FOR ALL 252 COUNTIES/PARISHES, WITH U.S. AND DELTA REGION AVERAGE



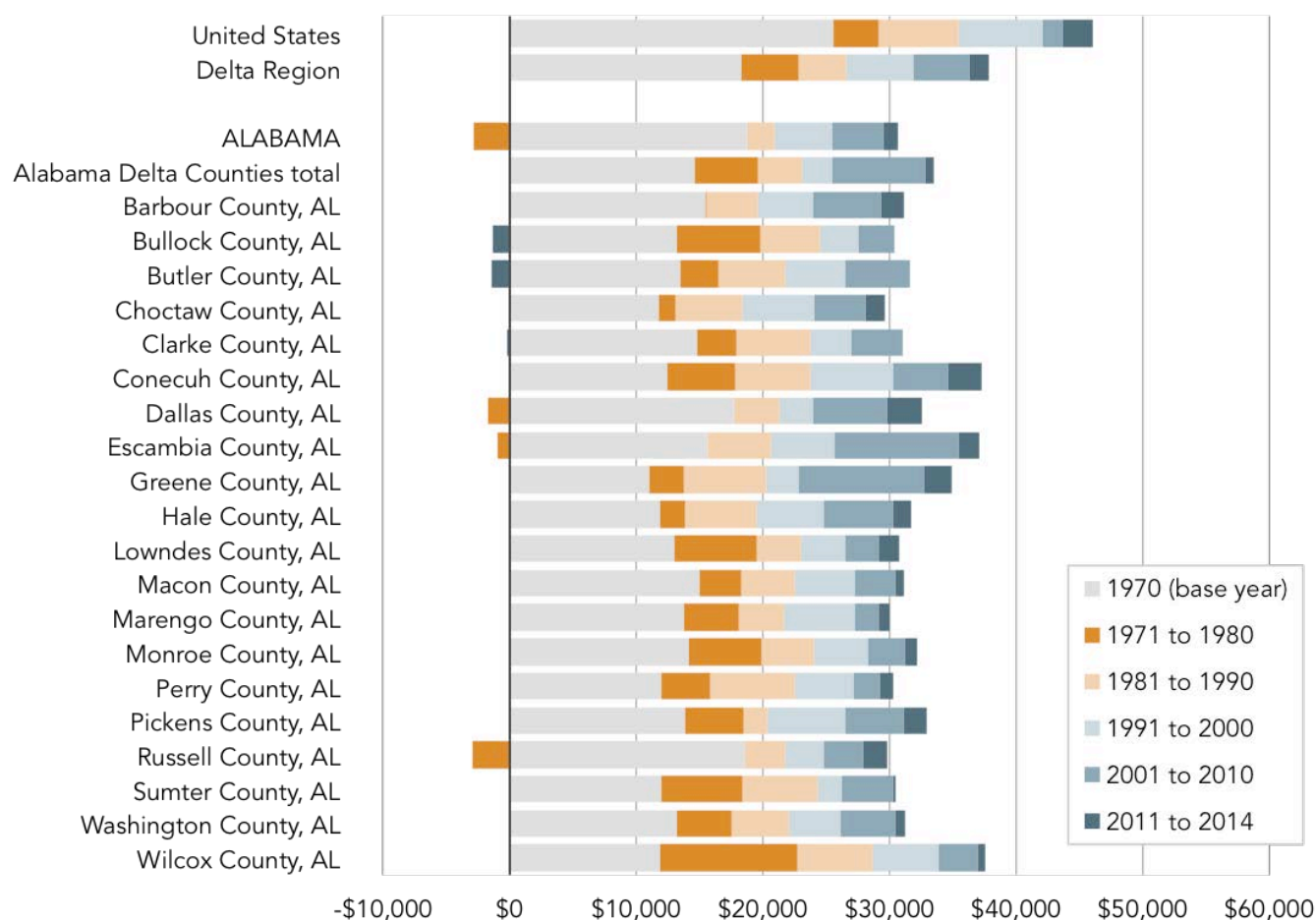
Source: U.S. Bureau of Economic Analysis.

Figures on the following pages show how PCPI has changed for each Delta county and parish since 1970, the base year of the analysis. Counties and parishes are ordered by their PCPI in 1970 (adjusted for inflation), an approach which enables a quick comparison of progress made over the last four decades. For example, despite having a starting PCPI level well below most of Alabama's other Delta counties and parishes in 1970, Lowndes County, Alabama, had one of the highest PCPI levels in the state in 2013 (the most recent year for which data are available).

Segments of each bar illustrate the dollar value that was added to PCPI during the indicated period. In the case of Lowndes County, the most significant gain was made between 2001 and 2010 when PCPI rose by nearly \$10,000. Decades in which a county or parish lost ground on this measure are shown to the left of the vertical axis. To get an accurate picture of total PCPI for these counties, the negative increment must be considered. For example, income in Russell County, Alabama, has declined since 2010. As a result, current PCPI in the county is actually closer to \$30,000, rather than the roughly \$33,000 indicated on the right-hand side of the axes.

PCPI data for the seven remaining Delta states are shown in the figures on the following pages.

FIGURE 17. PCPI GROWTH BY DECADE AND COUNTY: ALABAMA
TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)

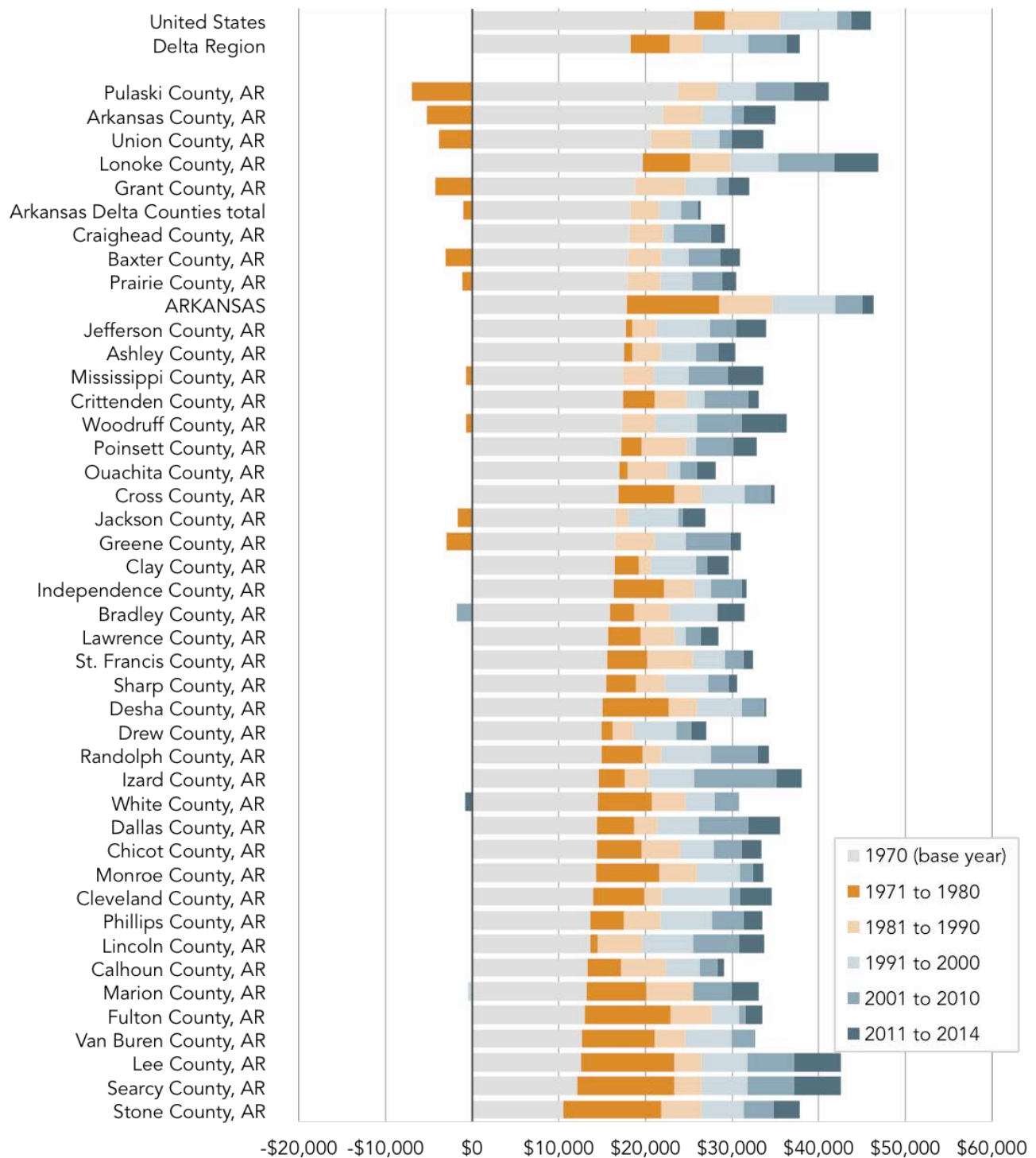


Source: U.S. Bureau of Economic Analysis (PCPI); US Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

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FIGURE 18. PCPI GROWTH BY DECADE AND COUNTY: ARKANSAS

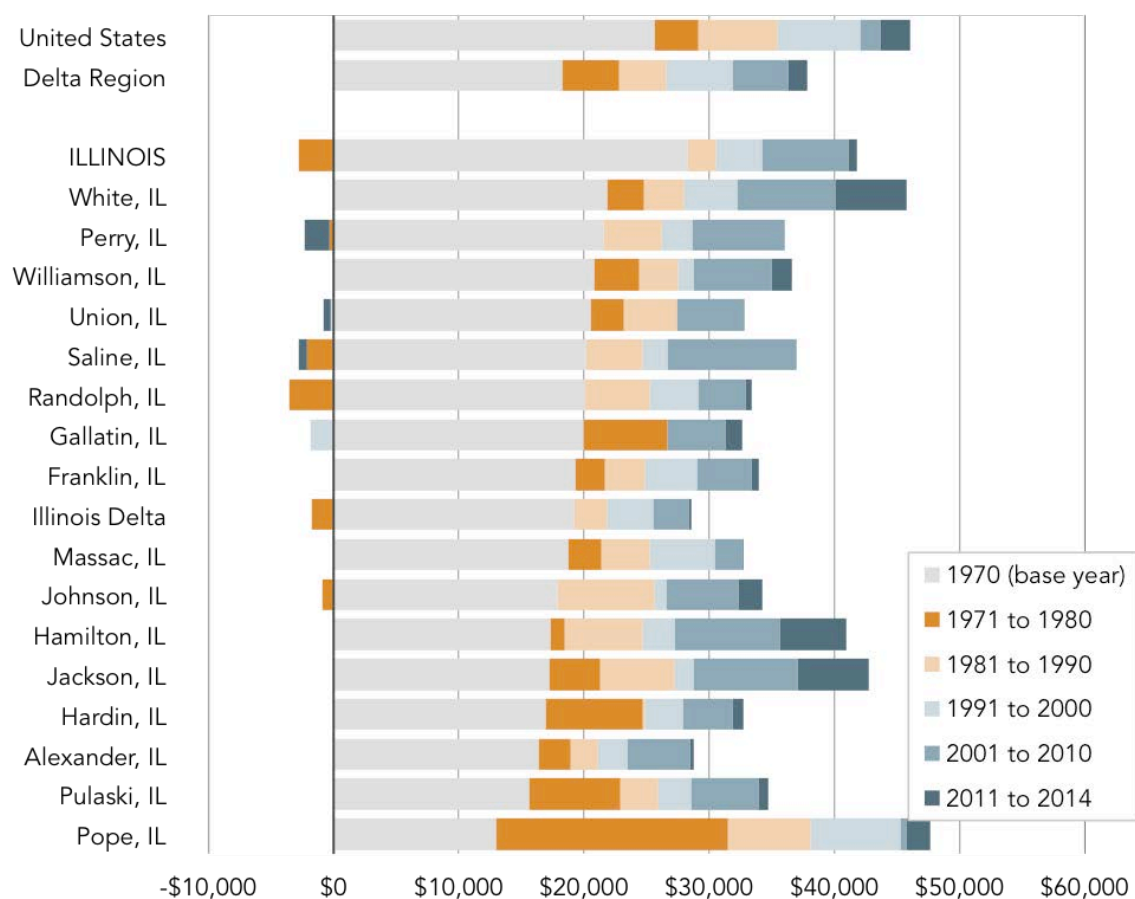
TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)



Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

FIGURE 19. PCPI GROWTH BY DECADE AND COUNTY: ILLINOIS

TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)

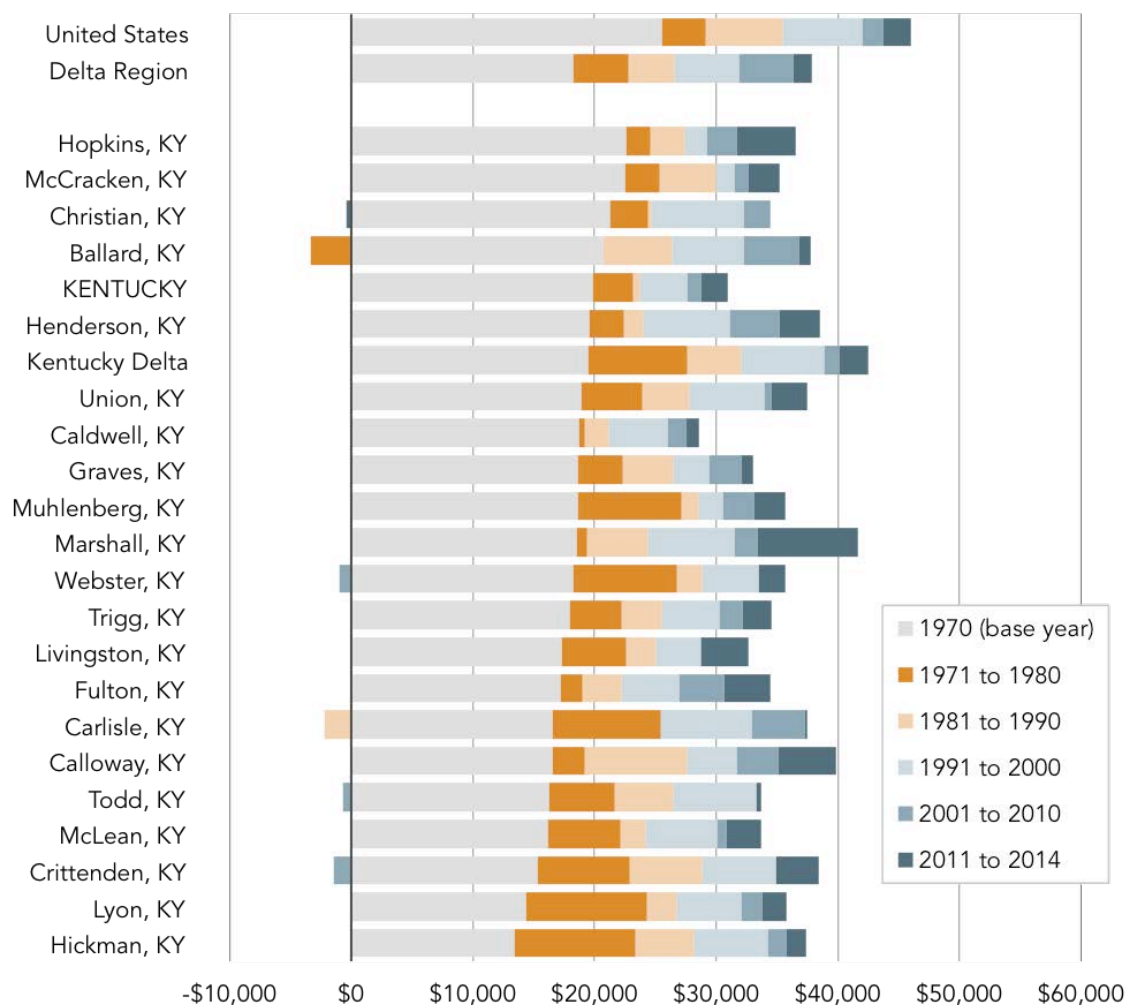


Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

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FIGURE 20. PCPI GROWTH BY DECADE AND COUNTY: KENTUCKY

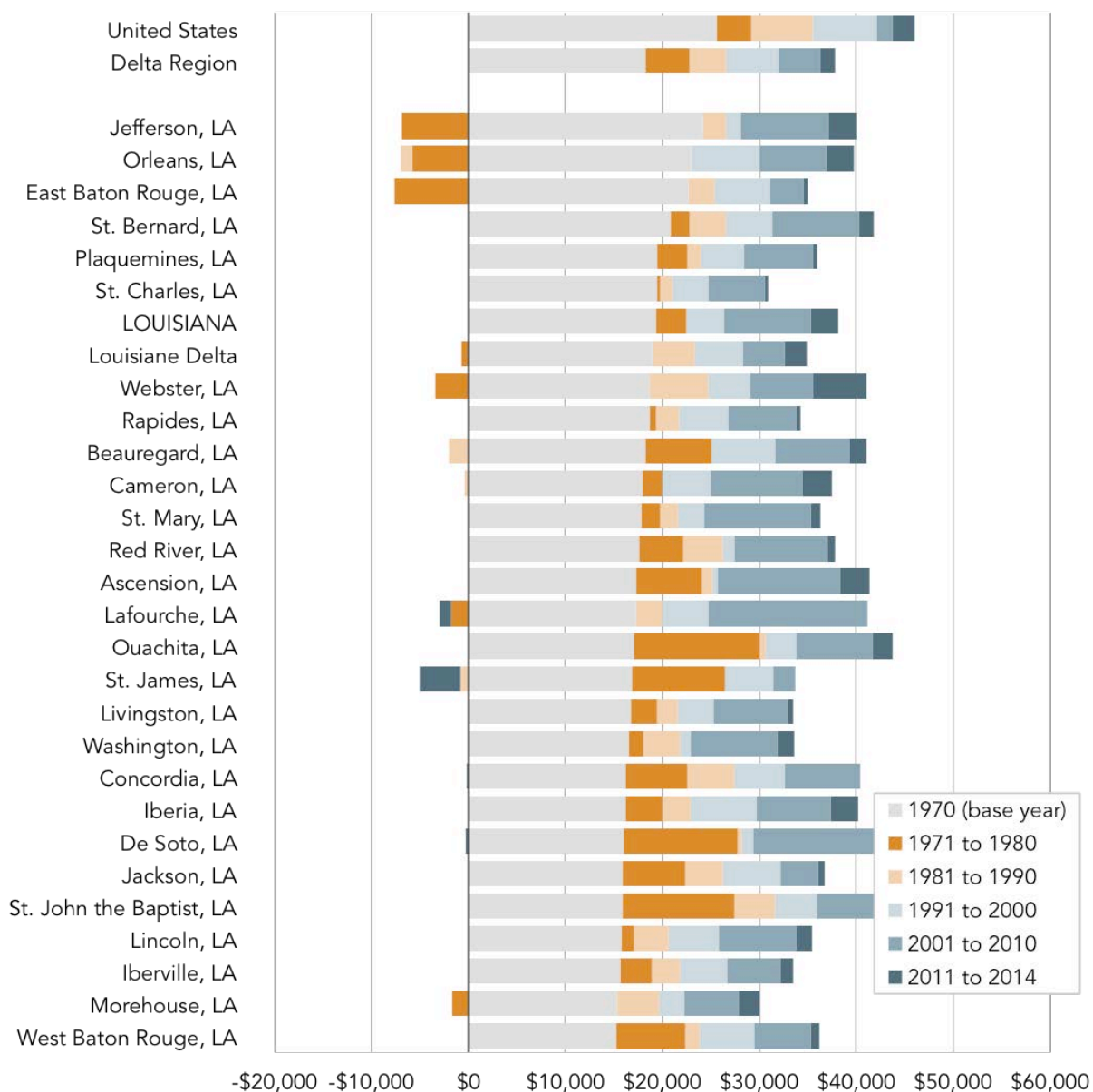
TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)



Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

FIGURE 21. PCPI GROWTH BY DECADE AND PARISH: LOUISIANA (PART 1)

TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)

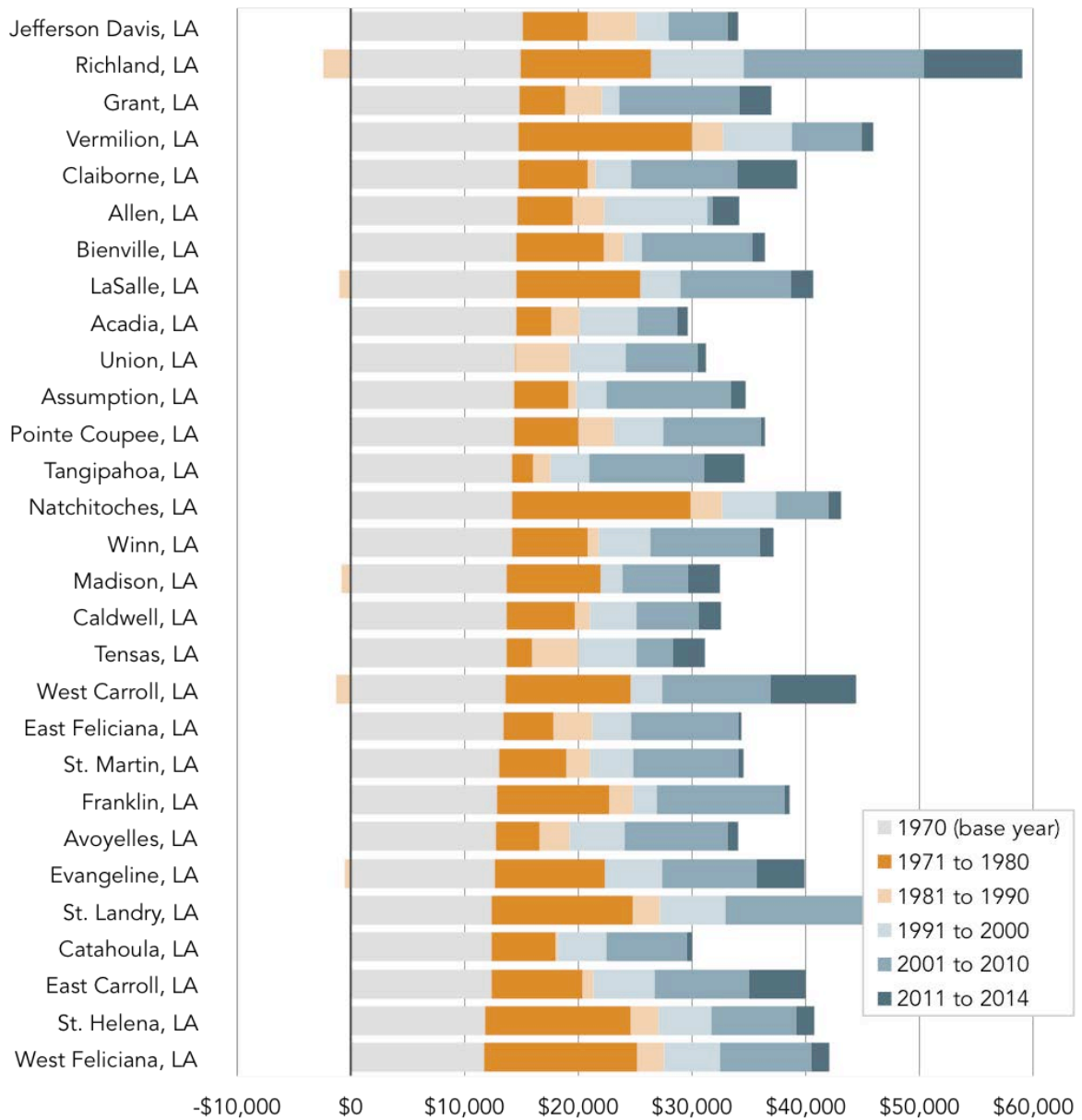


Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

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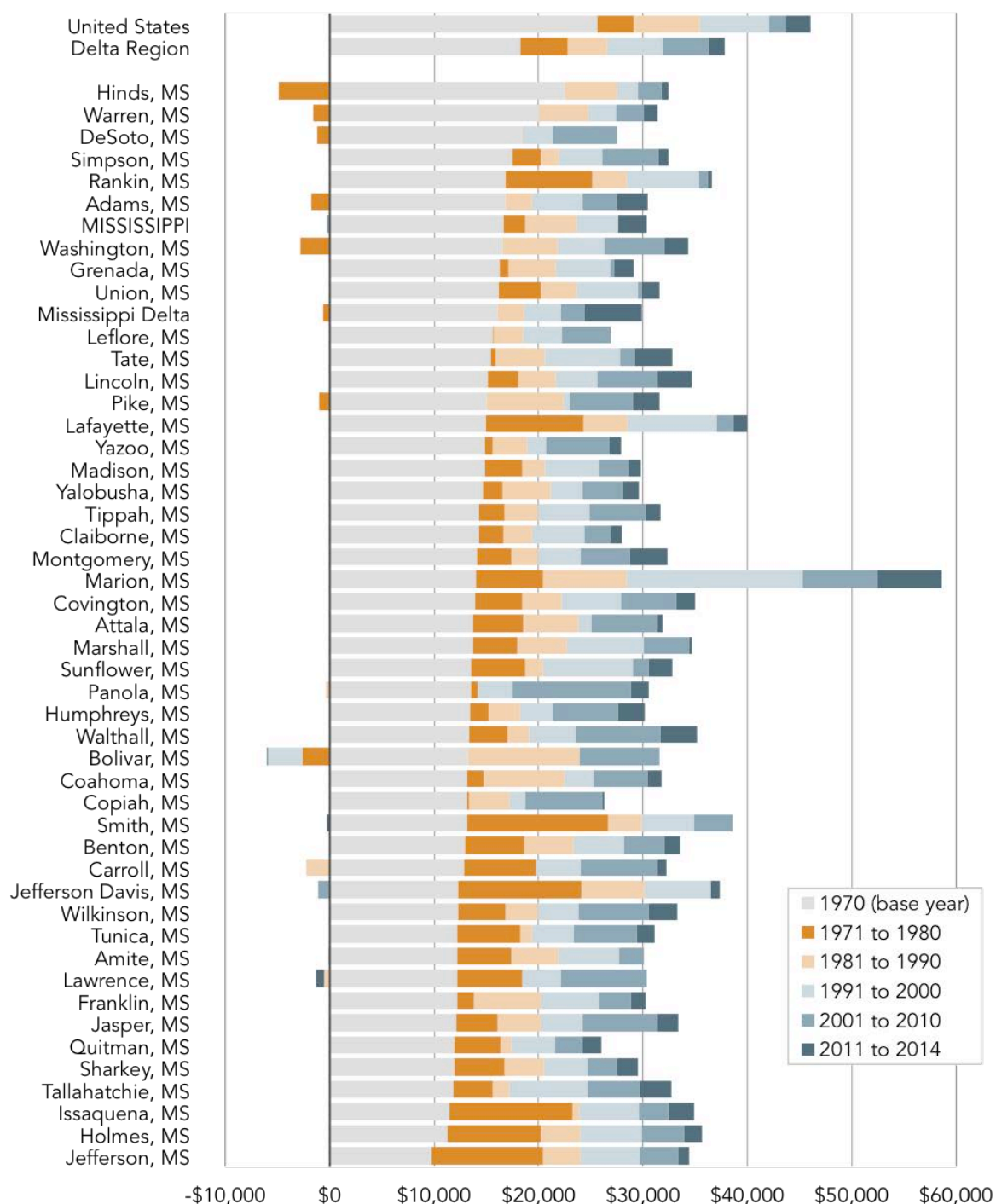
FIGURE 22. PCPI GROWTH BY DECADE AND PARISH: LOUISIANA (PART 2)

TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)



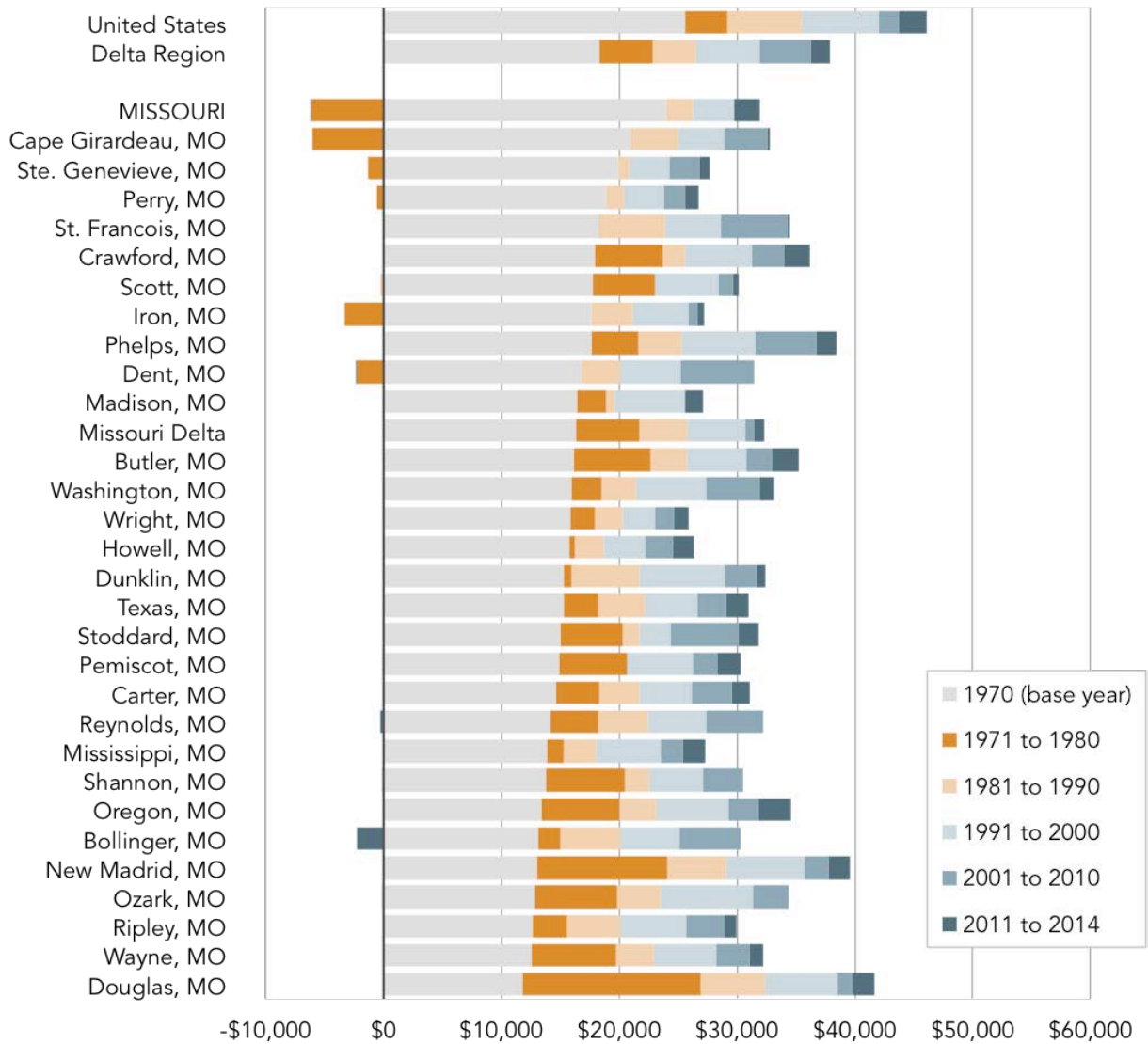
Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

FIGURE 23. PCPI GROWTH BY DECADE AND COUNTY: MISSISSIPPI
TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)



Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

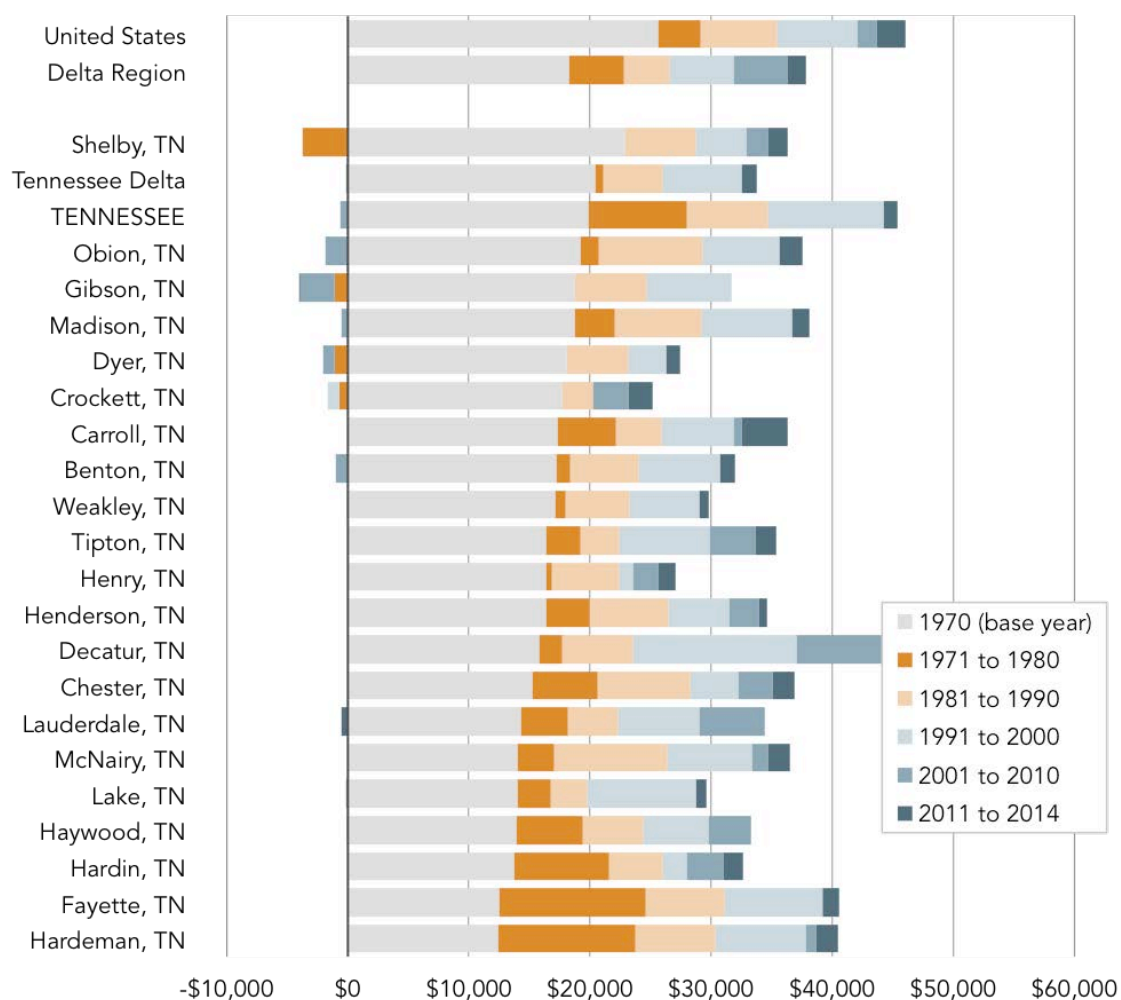
FIGURE 24. PCPI GROWTH BY DECADE AND COUNTY: MISSOURI
TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)



Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

FIGURE 25. PCPI GROWTH BY DECADE AND COUNTY: TENNESSEE

TOTAL PCPI IN 2014 WITH INCREMENTS ALLOCATED BY DECADE (RANKED BY PCPI IN 1970)

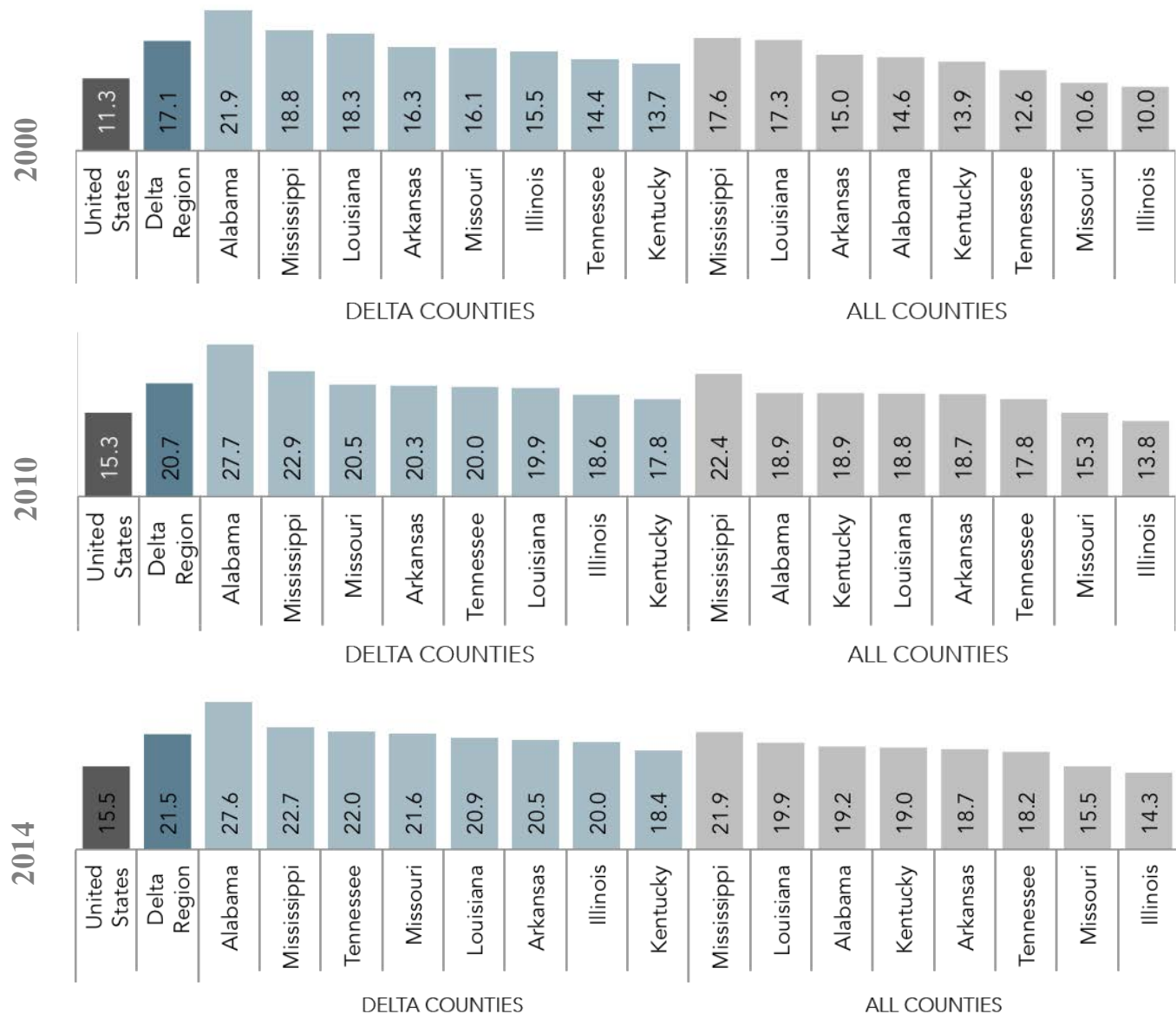


Source: U.S. Bureau of Economic Analysis (PCPI); U.S. Bureau of Labor Statistics (Consumer Price Index for inflation adjustment); TIP Strategies.

POVERTY

The U.S. Census Bureau reports poverty data from several major household surveys and programs. One of the most commonly used sources is the American Community Survey (ACS). However, this relatively new data source currently lacks the ability to conduct time series analyses for small geographies (those with a population of 20,000 or fewer). One alternative is the Census Bureau's model-based Small Area Income and Poverty Estimates (SAIPE). This program produces single-year estimates of income and poverty for school districts, counties, and states using data from administrative records, post-censal population estimates, and the decennial census, with direct estimates from the ACS. SAIPE estimates are more reflective of current conditions than multi-year survey estimates like those produced via the ACS. SAIPE data are primarily used for the administration of federal programs and allocation of federal funds to local jurisdictions. Consistent estimates are available beginning in 1998, with selected years available as early as 1989. Estimates for 2013 (the most recent available) were released in December 2014.

FIGURE 26. SHARE OF POPULATION IN POVERTY IN DELTA COUNTIES/PARISHES, BY STATE



APPENDIX C: DETAILED ECONOMIC DATA TABLES

FIGURE 27. TOTAL POPULATION FOR DELTA COUNTIES/PARISHES AND STATES, 1970-2015
DECENNIAL CENSUS COUNTS (1970 TO 2010) AND JULY 1 ESTIMATES (2015)

	1970	1980	1990	2000	2010	2015
United States	203,211,926	226,545,805	248,709,873	281,424,600	308,745,538	321,418,820
<i>DRA Region (252 county/parish total)</i>	8,260,987	9,223,620	9,193,235	9,740,937	9,852,807	9,923,731
Alabama	3,444,165	3,893,888	4,040,587	4,447,207	4,779,736	4,858,979
<i>Alabama DRA counties</i>	445,138	456,616	436,354	445,855	422,326	412,729
Barbour County, Alabama	22,543	24,756	25,417	29,042	27,457	26,489
Bullock County, Alabama	11,824	10,596	11,042	11,603	10,914	10,696
Butler County, Alabama	22,007	21,680	21,892	21,394	20,947	20,154
Choctaw County, Alabama	16,589	16,839	16,018	15,953	13,859	13,170
Clarke County, Alabama	26,724	27,702	27,240	27,870	25,833	24,675
Conecuh County, Alabama	15,645	15,884	14,054	14,077	13,228	12,672
Dallas County, Alabama	55,296	53,981	48,130	46,361	43,820	41,131
Escambia County, Alabama	34,906	38,440	35,518	38,452	38,319	37,789
Greene County, Alabama	10,650	11,021	10,153	9,923	9,045	8,479
Hale County, Alabama	15,888	15,604	15,498	18,270	15,760	15,068
Lowndes County, Alabama	12,897	13,253	12,658	13,483	11,299	10,458
Macon County, Alabama	24,841	26,829	24,928	24,086	21,452	19,105
Marengo County, Alabama	23,819	25,047	23,084	22,533	21,027	20,028
Monroe County, Alabama	20,883	22,651	23,968	24,320	23,068	21,673
Perry County, Alabama	15,388	15,012	12,759	11,876	10,591	9,652
Pickens County, Alabama	20,326	21,481	20,699	20,914	19,746	20,864
Russell County, Alabama	45,394	47,356	46,860	49,854	52,947	59,660
Sumter County, Alabama	16,974	16,908	16,174	14,772	13,763	13,103
Washington County, Alabama	16,241	16,821	16,694	18,077	17,581	16,804
Wilcox County, Alabama	16,303	14,755	13,568	12,995	11,670	11,059
Arkansas	1,923,295	2,286,435	2,350,725	2,673,293	2,915,918	2,978,204
<i>Arkansas DRA counties</i>	1,192,543	1,346,673	1,330,339	1,403,278	1,431,528	1,426,138
Arkansas County, Arkansas	23,347	24,175	21,653	20,751	19,019	18,433
Ashley County, Arkansas	24,976	26,538	24,319	24,217	21,853	20,838
Baxter County, Arkansas	15,319	27,409	31,186	38,365	41,513	41,053
Bradley County, Arkansas	12,778	13,803	11,793	12,618	11,508	11,094
Calhoun County, Arkansas	5,573	6,079	5,826	5,731	5,368	5,229
Chicot County, Arkansas	18,164	17,793	15,713	14,101	11,800	11,027
Clay County, Arkansas	18,771	20,616	18,107	17,594	16,083	15,109
Cleveland County, Arkansas	6,605	7,868	7,781	8,562	8,689	8,311
Craighead County, Arkansas	52,068	63,239	68,956	82,139	96,443	104,354
Crittenden County, Arkansas	48,106	49,499	49,939	50,855	50,902	48,963
Cross County, Arkansas	19,783	20,434	19,225	19,529	17,870	17,284
Dallas County, Arkansas	10,022	10,515	9,614	9,196	8,116	7,604
Desha County, Arkansas	18,761	19,760	16,798	15,351	13,008	11,965
Drew County, Arkansas	15,157	17,910	17,369	18,690	18,509	18,778
Fulton County, Arkansas	7,699	9,975	10,037	11,627	12,245	12,204
Grant County, Arkansas	9,711	13,008	13,948	16,457	17,853	18,102
Greene County, Arkansas	24,765	30,744	31,804	37,383	42,090	44,196
Independence County, Arkansas	22,723	30,147	31,192	34,246	36,647	37,052
Izard County, Arkansas	7,381	10,768	11,364	13,261	13,696	13,445
Jackson County, Arkansas	20,452	21,646	18,944	18,420	17,997	17,338
Jefferson County, Arkansas	85,329	90,718	85,487	84,295	77,435	71,565
Lawrence County, Arkansas	16,320	18,447	17,457	17,762	17,415	16,779
Lee County, Arkansas	18,884	15,539	13,053	12,578	10,424	9,650

APPENDIX C

	1970	1980	1990	2000	2010	2015
Lincoln County, Arkansas	12,913	13,369	13,690	14,482	14,134	13,820
Lonokey County, Arkansas	26,249	34,518	39,268	52,849	68,356	71,645
Marion County, Arkansas	7,000	11,334	12,001	16,147	16,653	16,185
Mississippi County, Arkansas	62,060	59,517	57,525	51,999	46,480	43,738
Monroe County, Arkansas	15,657	14,052	11,333	10,255	8,149	7,399
Ouachita County, Arkansas	30,896	30,541	30,574	28,776	26,120	24,358
Phillips County, Arkansas	40,046	34,772	28,838	26,438	21,757	19,513
Poinsett County, Arkansas	26,822	27,032	24,664	25,617	24,583	24,040
Prairie County, Arkansas	10,249	10,140	9,518	9,523	8,715	8,291
Pulaski County, Arkansas	287,189	340,613	349,660	361,370	382,748	392,664
Randolph County, Arkansas	12,645	16,834	16,558	18,191	17,969	17,469
St. Francis County, Arkansas	30,799	30,858	28,497	29,330	28,258	7,869
Searcy County, Arkansas	7,731	8,847	7,841	8,240	8,195	16,912
Sharp County, Arkansas	8,233	14,607	14,109	17,120	17,264	26,589
Stone County, Arkansas	6,838	9,022	9,775	11,496	12,394	12,456
Union County, Arkansas	45,428	48,573	46,719	45,633	41,639	40,144
Van Buren County, Arkansas	8,275	13,357	14,008	16,182	17,295	16,771
White County, Arkansas	39,253	50,835	54,676	67,164	77,076	79,161
Woodruff County, Arkansas	11,566	11,222	9,520	8,738	7,260	6,741
Illinois	11,113,976	11,426,518	11,430,602	12,419,927	12,830,632	12,859,995
<i>Illinois DRA counties</i>	<i>319,647</i>	<i>354,971</i>	<i>345,024</i>	<i>346,545</i>	<i>344,594</i>	<i>338,803</i>
Alexander County, Illinois	12,015	12,264	10,626	9,583	8,238	6,780
Franklin County, Illinois	38,329	43,201	40,319	39,021	39,561	39,485
Gallatin County, Illinois	7,418	7,590	6,909	6,426	5,589	5,265
Hamilton County, Illinois	8,665	9,172	8,499	8,613	8,457	8,200
Hardin County, Illinois	4,914	5,383	5,189	4,793	4,320	4,135
Jackson County, Illinois	55,008	61,522	61,067	59,607	60,218	59,362
Johnson County, Illinois	7,550	9,624	11,347	12,877	12,582	12,762
Massac County, Illinois	13,889	14,990	14,752	15,163	15,429	14,766
Perry County, Illinois	19,757	21,714	21,412	23,091	22,350	21,543
Pope County, Illinois	3,857	4,404	4,373	4,397	4,470	4,226
Pulaski County, Illinois	8,741	8,840	7,523	7,333	6,161	5,678
Randolph County, Illinois	31,379	35,652	34,583	33,897	33,476	32,852
Saline County, Illinois	25,721	28,448	26,551	26,752	24,913	24,548
Union County, Illinois	16,071	17,765	17,619	18,311	17,808	17,408
White County, Illinois	17,312	17,864	16,522	15,381	14,665	14,327
Williamson County, Illinois	49,021	56,538	57,733	61,300	66,357	67,466
Kentucky	3,218,706	3,660,777	3,685,296	4,042,193	4,339,367	4,425,092
<i>Kentucky DRA counties</i>	<i>417,828</i>	<i>468,877</i>	<i>470,330</i>	<i>534,277</i>	<i>500,107</i>	<i>496,922</i>
Ballard County, Kentucky	8,276	8,798	7,902	8,293	8,249	8,212
Caldwell County, Kentucky	13,179	13,473	13,232	13,057	12,984	12,681
Calloway County, Kentucky	27,692	30,031	30,735	34,182	37,191	38,343
Carlisle County, Kentucky	5,354	5,487	5,238	5,349	5,104	4,874
Christian County, Kentucky	56,224	66,878	68,941	72,402	73,955	73,309
Crittenden County, Kentucky	8,493	9,207	9,196	9,384	9,315	9,183
Fulton County, Kentucky	10,183	8,971	8,271	7,755	6,813	6,238
Graves County, Kentucky	30,939	34,049	33,550	37,024	37,121	37,421
Henderson County, Kentucky	36,031	40,849	43,044	44,837	46,250	46,407
Hickman County, Kentucky	6,264	6,065	5,566	5,254	4,902	4,612
Hopkins County, Kentucky	38,167	46,174	46,126	46,519	46,920	46,222
Livingston County, Kentucky	7,596	9,219	9,062	9,806	9,519	9,316
Lyon County, Kentucky	5,562	6,490	6,624	8,081	8,314	8,306
McCracken County, Kentucky	58,281	61,310	62,879	65,511	65,565	31,101
McLean County, Kentucky	9,062	10,090	9,628	9,942	9,531	65,018
Marshall County, Kentucky	20,381	25,637	27,205	70,916	31,448	9,512
Muhlenberg County, Kentucky	27,537	32,238	31,318	31,845	31,499	31,183

	1970	1980	1990	2000	2010	2015
Todd County, Kentucky	10,823	11,874	10,940	11,954	12,460	12,531
Trigg County, Kentucky	8,620	9,384	10,361	12,600	14,339	14,233
Union County, Kentucky	15,882	17,821	16,557	15,454	15,007	15,050
Webster County, Kentucky	13,282	14,832	13,955	14,112	13,621	13,170
Louisiana	3,641,306	4,205,900	4,219,973	4,469,035	4,533,372	4,670,724
Louisiana DRA parishes	2,933,382	3,318,328	3,264,841	3,372,696	3,324,911	3,416,154
Acadia Parish, Louisiana	52,109	56,427	55,882	58,833	61,773	62,577
Allen Parish, Louisiana	20,794	21,390	21,226	25,441	25,764	25,683
Ascension Parish, Louisiana	37,086	50,068	58,214	76,639	107,215	119,455
Assumption Parish, Louisiana	19,654	22,084	22,753	23,343	23,421	22,842
Avoyelles Parish, Louisiana	37,751	41,393	39,159	41,501	42,073	41,103
Beauregard Parish, Louisiana	22,888	29,692	30,083	32,948	35,654	36,462
Bienville Parish, Louisiana	16,024	16,387	15,979	15,753	14,353	13,786
Caldwell Parish, Louisiana	9,354	10,761	9,810	10,554	10,132	9,993
Cameron Parish, Louisiana	8,194	9,336	9,260	9,965	6,839	6,817
Catahoula Parish, Louisiana	11,769	12,287	11,065	10,905	10,407	10,147
Claiborne Parish, Louisiana	17,024	17,095	17,405	16,850	17,195	16,295
Concordia Parish, Louisiana	22,578	22,981	20,828	20,221	20,822	20,142
De Soto Parish, Louisiana	22,764	25,727	25,346	25,489	26,656	27,052
East Baton Rouge Parish, Louisiana	285,167	366,191	380,105	412,899	440,171	446,753
East Carroll Parish, Louisiana	12,884	11,772	9,709	9,415	7,759	7,307
East Feliciana Parish, Louisiana	17,657	19,015	19,211	21,348	20,267	19,696
Evangeline Parish, Louisiana	31,932	33,343	33,274	35,502	33,984	33,743
Franklin Parish, Louisiana	23,946	24,141	22,387	21,264	20,767	20,410
Grant Parish, Louisiana	13,671	16,703	17,526	18,697	22,309	22,343
Iberia Parish, Louisiana	57,397	63,752	68,297	73,277	73,240	74,103
Iberville Parish, Louisiana	30,746	32,159	31,049	33,319	33,387	33,095
Jackson Parish, Louisiana	15,963	17,321	15,705	15,408	16,274	15,858
Jefferson Davis Parish, Louisiana	29,554	32,168	30,722	31,432	31,594	436,275
Jefferson Parish, Louisiana	337,568	454,592	448,306	455,406	432,552	31,439
Lafourche Parish, Louisiana	68,941	82,483	85,860	89,745	96,318	14,974
LaSalle Parish, Louisiana	13,295	17,004	13,662	14,276	14,890	98,325
Lincoln Parish, Louisiana	33,800	39,763	41,745	42,503	46,735	47,774
Livingston Parish, Louisiana	36,511	58,806	70,526	91,889	128,026	137,788
Madison Parish, Louisiana	15,065	15,975	12,463	13,724	12,093	11,514
Morehouse Parish, Louisiana	32,463	34,803	31,938	31,037	27,979	26,395
Natchitoches Parish, Louisiana	35,219	39,863	36,689	39,077	39,566	39,179
Orleans Parish, Louisiana	593,471	557,515	496,938	484,692	343,829	389,617
Ouachita Parish, Louisiana	115,387	139,241	142,191	147,256	153,720	156,761
Plaquemines Parish, Louisiana	25,225	26,049	25,575	26,749	23,042	23,495
Pointe Coupee Parish, Louisiana	22,002	24,045	22,540	22,761	22,802	22,251
Rapides Parish, Louisiana	118,078	135,282	131,556	126,390	131,613	132,141
Red River Parish, Louisiana	9,226	10,433	9,387	9,621	9,091	8,593
Richland Parish, Louisiana	21,774	22,187	20,629	20,989	20,725	20,523
St. Bernard Parish, Louisiana	51,185	64,097	66,631	67,230	35,897	45,408
St. Charles Parish, Louisiana	29,550	37,259	42,437	48,019	52,780	52,812
St. Helena Parish, Louisiana	9,937	9,827	9,874	10,553	11,203	10,567
St. James Parish, Louisiana	19,733	21,495	20,879	21,193	22,102	21,567
St. John the Baptist Parish, Louisiana	23,813	31,924	39,996	43,181	45,924	43,626
St. Landry Parish, Louisiana	80,364	84,128	80,331	87,662	83,384	83,848
St. Martin Parish, Louisiana	32,453	40,214	43,978	48,535	52,160	53,835
St. Mary Parish, Louisiana	60,752	64,253	58,086	53,539	54,650	52,810
Tangipahoa Parish, Louisiana	65,875	80,698	85,709	100,481	121,097	128,755
Tensas Parish, Louisiana	9,732	8,525	7,103	6,608	5,252	4,740
Union Parish, Louisiana	18,447	21,167	20,690	22,798	22,721	22,477
Vermilion Parish, Louisiana	97,047	95,222	88,257	54,104	57,999	59,875

APPENDIX C

	1970	1980	1990	2000	2010	2015
Washington Parish, Louisiana	41,987	44,207	43,185	43,943	47,168	46,371
Webster Parish, Louisiana	39,939	43,631	41,989	41,814	41,207	40,021
West Baton Rouge Parish, Louisiana	16,864	19,086	19,419	21,604	23,788	25,490
West Carroll Parish, Louisiana	13,028	12,922	12,093	12,315	11,604	11,293
West Feliciana Parish, Louisiana	11,376	12,186	12,915	15,110	15,625	15,385
Winn Parish, Louisiana	16,369	17,253	16,269	16,889	15,313	14,568
Mississippi	2,216,912	2,520,638	2,573,216	2,844,754	2,967,297	2,992,333
Mississippi DRA counties	1,237,769	1,369,280	1,382,226	1,486,519	1,578,569	1,581,361
Adams County, Mississippi	37,293	38,035	35,356	34,339	32,297	31,254
Amite County, Mississippi	13,763	13,369	13,328	13,565	13,131	12,574
Attala County, Mississippi	19,570	19,865	18,481	19,654	19,564	19,043
Benton County, Mississippi	7,505	8,153	8,046	8,031	8,729	8,182
Bolivar County, Mississippi	49,409	45,965	41,875	40,619	34,145	33,322
Carroll County, Mississippi	9,397	9,776	9,237	10,751	10,597	10,243
Claiborne County, Mississippi	10,086	12,279	11,370	11,837	9,604	9,150
Coahoma County, Mississippi	40,447	36,918	31,665	30,617	26,151	24,620
Copiah County, Mississippi	24,749	26,503	27,592	28,763	29,449	28,773
Covington County, Mississippi	14,002	15,927	16,527	19,418	19,568	19,543
DeSoto County, Mississippi	35,885	53,930	67,910	107,252	161,252	173,323
Franklin County, Mississippi	8,011	8,208	8,377	8,419	8,118	7,743
Grenada County, Mississippi	19,854	21,043	21,555	23,273	21,906	21,578
Hinds County, Mississippi	214,973	250,998	254,441	250,752	245,285	242,891
Holmes County, Mississippi	23,120	22,970	21,604	21,608	19,198	18,340
Humphreys County, Mississippi	14,601	13,931	12,134	11,191	9,375	8,669
Issaquena County, Mississippi	2,737	2,513	1,909	2,274	1,406	1,337
Jasper County, Mississippi	15,994	17,265	17,114	18,148	17,062	16,569
Jefferson County, Mississippi	9,295	9,181	8,653	9,723	7,726	7,507
Jefferson Davis County, Mississippi	12,936	13,846	14,051	13,954	12,487	11,665
Lafayette County, Mississippi	24,181	31,030	31,826	38,687	47,351	53,154
Lawrence County, Mississippi	11,137	12,518	12,458	13,201	12,929	12,622
Leflore County, Mississippi	42,111	41,525	37,341	37,951	32,317	30,999
Lincoln County, Mississippi	26,198	30,174	30,278	33,191	34,869	34,649
Madison County, Mississippi	29,737	41,613	53,794	74,711	95,203	103,465
Marion County, Mississippi	22,871	25,708	25,544	25,626	27,088	25,563
Marshall County, Mississippi	24,027	29,296	30,361	34,947	37,144	35,916
Montgomery County, Mississippi	12,918	13,366	12,388	12,191	10,925	10,152
Panola County, Mississippi	26,829	28,164	29,996	34,283	34,707	34,167
Pike County, Mississippi	31,756	36,173	36,882	12,111	40,404	39,956
Quitman County, Mississippi	15,888	12,636	10,490	10,121	8,223	7,486
Rankin County, Mississippi	43,933	69,427	87,161	115,403	141,617	149,039
Sharkey County, Mississippi	8,937	7,964	7,066	6,576	4,916	4,585
Simpson County, Mississippi	19,947	23,441	23,953	27,634	27,503	27,222
Smith County, Mississippi	13,561	15,077	14,798	16,163	16,491	16,059
Sunflower County, Mississippi	37,047	34,844	32,867	34,382	29,450	27,005
Tallahatchie County, Mississippi	19,338	17,157	15,210	14,896	15,378	14,588
Tate County, Mississippi	18,544	20,119	21,432	25,386	28,886	28,296
Tippah County, Mississippi	15,852	18,739	19,523	20,890	22,232	22,131
Tunica County, Mississippi	11,854	9,652	8,164	9,240	10,778	10,343
Union County, Mississippi	19,096	21,741	22,085	25,344	27,134	28,429
Walthall County, Mississippi	12,500	13,761	14,352	15,161	15,443	14,638
Warren County, Mississippi	44,981	51,627	47,880	49,668	48,773	47,485
Washington County, Mississippi	70,581	72,344	67,935	63,035	51,137	48,130
Wilkinson County, Mississippi	11,099	10,021	9,678	10,337	9,878	9,122
Yalobusha County, Mississippi	11,915	13,139	12,033	13,052	12,678	12,447
Yazoo County, Mississippi	27,304	27,349	25,506	28,144	28,065	27,387

	1970	1980	1990	2000	2010	2015
Missouri	4,676,501	4,916,686	5,117,073	5,596,564	5,988,927	6,083,672
<i>Missouri DRA counties</i>	519,713	596,411	604,896	651,916	688,122	685,022
Bollinger County, Missouri	8,820	10,301	10,619	12,012	12,363	12,182
Butler County, Missouri	33,529	37,693	38,765	40,864	42,794	42,951
Cape Girardeau County, Missouri	49,350	58,837	61,633	68,691	75,674	78,572
Carter County, Missouri	3,878	5,428	5,515	5,940	6,265	6,263
Crawford County, Missouri	14,828	18,300	19,173	22,785	24,696	24,526
Dent County, Missouri	11,457	14,517	13,702	14,926	15,657	15,593
Douglas County, Missouri	9,268	11,594	11,876	13,082	13,684	13,373
Dunklin County, Missouri	33,742	36,324	33,112	33,184	31,953	30,895
Howell County, Missouri	23,521	28,807	31,447	37,273	40,400	40,117
Iron County, Missouri	9,529	11,084	10,726	10,676	10,630	10,125
Madison County, Missouri	8,641	10,725	11,127	11,851	12,226	12,408
Mississippi County, Missouri	16,647	15,726	14,442	13,430	14,358	14,036
New Madrid County, Missouri	23,420	22,945	20,928	19,691	18,956	18,208
Oregon County, Missouri	9,180	10,238	9,470	10,332	10,881	10,953
Ozark County, Missouri	6,226	7,961	8,598	9,536	9,723	9,409
Pemiscot County, Missouri	26,373	24,987	21,921	20,079	18,296	17,482
Perry County, Missouri	14,393	16,784	16,648	18,120	18,971	19,183
Phelps County, Missouri	29,481	33,633	35,248	39,826	45,156	44,794
Reynolds County, Missouri	6,106	7,230	6,661	6,687	6,696	6,432
Ripley County, Missouri	9,803	12,458	12,303	13,505	14,100	13,802
Ste. Genevieve County, Missouri	12,867	15,180	16,037	17,819	18,145	39,008
St. Francois County, Missouri	36,818	42,600	48,904	55,643	65,359	8,258
Scott County, Missouri	33,250	39,647	39,376	40,437	39,191	66,520
Shannon County, Missouri	7,196	7,885	7,613	8,319	8,441	17,919
Stoddard County, Missouri	25,771	29,009	28,895	29,720	29,968	29,862
Texas County, Missouri	18,320	21,070	21,476	22,996	26,008	25,690
Washington County, Missouri	15,086	17,983	20,380	23,318	25,195	24,788
Wayne County, Missouri	8,546	11,277	11,543	13,237	13,521	13,405
Wright County, Missouri	13,667	16,188	16,758	17,937	18,815	18,268
Tennessee	3,923,687	4,591,120	4,877,185	5,689,427	6,346,105	6,600,299
<i>Tennessee DRA counties</i>	1,194,967	1,312,464	1,359,225	1,499,851	1,562,650	1,566,602
Benton County, Tennessee	12,126	14,901	14,524	16,534	16,489	16,129
Carroll County, Tennessee	25,741	28,285	27,514	29,446	28,522	27,910
Chester County, Tennessee	9,927	12,727	12,819	15,540	17,131	17,471
Crockett County, Tennessee	14,402	14,941	13,378	14,529	14,586	14,601
Decatur County, Tennessee	9,457	10,857	10,472	11,711	11,757	11,660
Dyer County, Tennessee	30,427	34,663	34,854	37,284	38,335	37,893
Fayette County, Tennessee	22,692	25,305	25,559	28,799	38,413	39,165
Gibson County, Tennessee	47,871	49,467	46,315	48,092	49,683	49,399
Hardeman County, Tennessee	22,435	23,873	23,377	28,108	27,253	25,707
Hardin County, Tennessee	18,212	22,280	22,633	25,589	26,026	25,756
Haywood County, Tennessee	19,596	20,318	19,437	19,790	18,787	18,023
Henderson County, Tennessee	17,291	21,390	21,844	25,526	27,769	28,015
Henry County, Tennessee	23,749	28,656	27,888	31,112	32,330	32,147
Lake County, Tennessee	7,896	7,455	7,129	7,951	7,832	7,576
Lauderdale County, Tennessee	20,271	24,555	23,491	27,134	27,815	26,936
Madison County, Tennessee	65,727	74,546	77,982	91,900	98,294	97,610
McNairy County, Tennessee	18,369	22,525	22,422	24,644	26,075	26,066
Obion County, Tennessee	29,936	32,781	31,717	32,470	31,807	30,639
Shelby County, Tennessee	722,014	777,113	826,330	897,466	927,644	938,069
Tipton County, Tennessee	28,001	32,930	37,568	51,309	61,081	61,870
Weakley County, Tennessee	28,827	32,896	31,972	34,917	35,021	33,960

Source: U.S. Census Bureau

APPENDIX C

FIGURE 28. COMPONENTS OF POPULATION CHANGE, 2010 TO 2015
U.S., DELTA COUNTIES/PARISHES, AND STATES

	2010 Population estimates base	2015 July 1 estimate	Population Change, 2010- 2015*	Natural Increase		Net Migration	
				Value	% of total pop. chg.	Value	% of total pop. chg.
United States	308,758,105	321,418,820	12,660,715	7,325,826	57.9%	5,334,889	42.1%
Delta Region (252 county/parish total)	9,854,443	9,923,731	70,207	154,568	220.2%	-84,361	-120.2%
Alabama	4,780,127	4,858,979	77,177	47,896	62.1%	29,281	37.9%
Alabama DRA counties	422,323	412,729	-9,850	307	-3.1%	-10,157	103.1%
Barbour County, AL	27,457	26,489	-984	-134	13.6%	-850	86.4%
Bullock County, AL	10,915	10,696	-224	75	-33.5%	-299	133.5%
Butler County, AL	20,946	20,154	-760	-8	1.1%	-752	98.9%
Choctaw County, AL	13,858	13,170	-684	-234	34.2%	-450	65.8%
Clarke County, AL	25,840	24,675	-1,197	-167	14.0%	-1,030	86.0%
Conecuh County, AL	13,228	12,672	-562	-131	23.3%	-431	76.7%
Dallas County, AL	43,820	41,131	-2,733	223	-8.2%	-2,956	108.2%
Escambia County, AL	38,319	37,789	-481	30	-6.2%	-511	106.2%
Greene County, AL	9,045	8,479	-558	13	-2.3%	-571	102.3%
Hale County, AL	15,760	15,068	-703	88	-12.5%	-791	112.5%
Lowndes County, AL	11,299	10,458	-865	11	-1.3%	-876	101.3%
Macon County, AL	21,448	19,105	-2,367	-196	8.3%	-2,171	91.7%
Marengo County, AL	21,029	20,028	-1,045	-60	5.7%	-985	94.3%
Monroe County, AL	23,070	21,673	-1,354	-147	10.9%	-1,207	89.1%
Perry County, AL	10,581	9,652	-933	-125	13.4%	-808	86.6%
Pickens County, AL	19,746	20,864	1,025	-129	-12.6%	1,154	112.6%
Russell County, AL	52,951	59,660	6,644	1,583	23.8%	5,061	76.2%
Sumter County, AL	13,763	13,103	-683	-127	18.6%	-556	81.4%
Washington County, AL	17,583	16,804	-770	-201	26.1%	-569	73.9%
Wilcox County, AL	11,665	11,059	-616	-57	9.3%	-559	90.7%
Arkansas	2,915,958	2,978,204	62,512	44,508	71.2%	18,004	28.8%
Arkansas DRA counties	1,431,568	1,426,138	-4,856	15,852	-326.4%	-20,708	426.4%
Arkansas County, AR	19,018	18,433	-543	92	-16.9%	-635	116.9%
Ashley County, AR	21,853	20,838	-1,008	79	-7.8%	-1,087	107.8%
Baxter County, AR	41,513	41,053	-504	-1,663	330.0%	1,159	-230.0%
Bradley County, AR	11,508	11,094	-409	-76	18.6%	-333	81.4%
Calhoun County, AR	5,368	5,229	-159	-26	16.4%	-133	83.6%
Chicot County, AR	11,800	11,027	-769	-36	4.7%	-733	95.3%
Clay County, AR	16,083	15,109	-931	-543	58.3%	-388	41.7%
Cleveland County, AR	8,689	8,311	-362	-35	9.7%	-327	90.3%
Craighead County, AR	96,443	104,354	7,763	2,840	36.6%	4,923	63.4%
Crittenden County, AR	50,902	48,963	-1,900	1,716	-90.3%	-3,616	190.3%
Cross County, AR	17,866	17,284	-558	60	-10.8%	-618	110.8%
Dallas County, AR	8,116	7,604	-504	-115	22.8%	-389	77.2%
Desha County, AR	13,008	11,965	-1,067	89	-8.3%	-1,156	108.3%
Drew County, AR	18,509	18,778	262	247	94.3%	15	5.7%
Fulton County, AR	12,245	12,204	-56	-314	560.7%	258	-460.7%
Grant County, AR	17,853	18,102	241	82	34.0%	159	66.0%
Greene County, AR	42,090	44,196	2,128	513	24.1%	1,615	75.9%
Independence County, AR	36,647	37,052	484	245	50.6%	239	49.4%
Izard County, AR	13,696	13,445	-209	-338	161.7%	129	-61.7%
Jackson County, AR	17,998	17,338	-636	-147	23.1%	-489	76.9%
Jefferson County, AR	77,435	71,565	-5,815	597	-10.3%	-6,412	110.3%
Lawrence County, AR	17,411	16,779	-652	-230	35.3%	-422	64.7%
Lee County, AR	10,424	9,650	-780	-61	7.8%	-719	92.2%
Lincoln County, AR	14,134	13,820	-316	7	-2.2%	-323	102.2%
Lonoke County, AR	68,354	71,645	3,246	1,895	58.4%	1,351	41.6%
Marion County, AR	16,653	16,185	-392	-461	117.6%	69	-17.6%
Mississippi County, AR	46,480	43,738	-2,643	782	-29.6%	-3,425	129.6%
Monroe County, AR	8,150	7,399	-700	-62	8.9%	-638	91.1%
Ouachita County, AR	26,121	24,358	-1,730	-317	18.3%	-1,413	81.7%
Phillips County, AR	21,757	19,513	-2,230	195	-8.7%	-2,425	108.7%
Poinsett County, AR	24,583	24,040	-563	-176	31.3%	-387	68.7%
Prairie County, AR	8,715	8,291	-447	-61	13.6%	-386	86.4%
Pulaski County, AR	382,789	392,664	10,115	11,089	109.6%	-974	-9.6%
Randolph County, AR	17,970	17,469	-471	-189	40.1%	-282	59.9%

	2010 Population estimates base	2015 July 1 estimate	Population Change, 2010- 2015*	Natural Increase		Net Migration	
				Value	% of total pop. chg.	Value	% of total pop. chg.
Searcy County, AR	8,195	7,869	-310	-182	58.7%	-128	41.3%
Sharp County, AR	17,267	16,912	-288	-420	145.8%	132	-45.8%
St. Francis County, AR	28,258	26,589	-1,616	443	-27.4%	-2,059	127.4%
Stone County, AR	12,394	12,456	24	-250	-1041.7%	274	1141.7%
Union County, AR	41,639	40,144	-1,534	-81	5.3%	-1,453	94.7%
Van Buren County, AR	17,294	16,771	-473	-261	55.2%	-212	44.8%
White County, AR	77,076	79,161	1,982	1,051	53.0%	931	47.0%
Woodruff County, AR	7,264	6,741	-526	-126	24.0%	-400	76.0%
Illinois	12,831,549	12,859,995	40,332	295,920	733.7%	-255,588	-633.7%
<i>Illinois DRA counties</i>	<i>345,027</i>	<i>338,803</i>	<i>-6,038</i>	<i>-730</i>	<i>12.1%</i>	<i>-5,308</i>	<i>87.9%</i>
Alexander County, IL	8,238	6,780	-1,430	41	-2.9%	-1,471	102.9%
Franklin County, IL	39,989	39,485	-440	-283	64.3%	-157	35.7%
Gallatin County, IL	5,589	5,265	-308	-136	44.2%	-172	55.8%
Hamilton County, IL	8,457	8,200	-222	-152	68.5%	-70	31.5%
Hardin County, IL	4,320	4,135	-163	-116	71.2%	-47	28.8%
Jackson County, IL	60,218	59,362	-899	1,107	-123.1%	-2,006	223.1%
Johnson County, IL	12,582	12,762	229	-58	-25.3%	287	125.3%
Massac County, IL	15,429	14,766	-684	-235	34.4%	-449	65.6%
Perry County, IL	22,350	21,543	-801	-77	9.6%	-724	90.4%
Pope County, IL	4,470	4,226	-211	-80	37.9%	-131	62.1%
Pulaski County, IL	6,161	5,678	-474	-78	16.5%	-396	83.5%
Randolph County, IL	33,476	32,852	-659	-105	15.9%	-554	84.1%
Saline County, IL	24,913	24,548	-336	-212	63.1%	-124	36.9%
Union County, IL	17,808	17,408	-418	-199	47.6%	-219	52.4%
White County, IL	14,665	14,327	-347	-306	88.2%	-41	11.8%
Williamson County, IL	66,362	67,466	1,125	159	14.1%	966	85.9%
Kentucky	4,339,349	4,425,092	87,085	64,922	74.6%	22,163	25.4%
<i>Kentucky DRA counties</i>	<i>500,089</i>	<i>496,922</i>	<i>-3,023</i>	<i>3,592</i>	<i>-118.8%</i>	<i>-6,615</i>	<i>218.8%</i>
Ballard County, KY	8,247	8,212	-30	-114	380.0%	84	-280.0%
Caldwell County, KY	12,984	12,681	-225	-83	36.9%	-142	63.1%
Calloway County, KY	37,191	38,343	1,161	-30	-2.6%	1,191	102.6%
Carlisle County, KY	5,104	4,874	-238	-22	9.2%	-216	90.8%
Christian County, KY	73,939	73,309	-821	4,765	-580.4%	-5,586	680.4%
Crittenden County, KY	9,315	9,183	-100	-102	102.0%	2	-2.0%
Fulton County, KY	6,813	6,238	-590	-159	26.9%	-431	73.1%
Graves County, KY	37,121	37,421	335	341	101.8%	-6	-1.8%
Henderson County, KY	46,250	46,407	235	384	163.4%	-149	-63.4%
Hickman County, KY	4,902	4,612	-279	-146	52.3%	-133	47.7%
Hopkins County, KY	46,920	46,222	-671	-159	23.7%	-512	76.3%
Livingston County, KY	9,519	9,316	-207	-114	55.1%	-93	44.9%
Lyon County, KY	8,319	8,306	-5	-278	5560.0%	273	-5460.0%
Marshall County, KY	31,448	31,101	-284	-495	174.3%	211	-74.3%
McCracken County, KY	65,565	65,018	-547	-125	22.9%	-422	77.1%
McLean County, KY	9,531	9,512	-30	-6	20.0%	-24	80.0%
Muhlenberg County, KY	31,499	31,183	-288	-210	72.9%	-78	27.1%
Todd County, KY	12,460	12,531	47	279	593.6%	-232	-493.6%
Trigg County, KY	14,334	14,233	-86	-151	175.6%	65	-75.6%
Union County, KY	15,007	15,050	32	72	225.0%	-40	-125.0%
Webster County, KY	13,621	13,170	-432	-55	12.7%	-377	87.3%
Louisiana	4,533,479	4,670,724	136,828	107,922	78.9%	28,906	21.1%
<i>Louisiana DRA parishes</i>	<i>3,325,302</i>	<i>3,416,154</i>	<i>90,388</i>	<i>73,382</i>	<i>81.2%</i>	<i>17,006</i>	<i>18.8%</i>
Acadia Parish, LA	61,773	62,577	829	1,317	158.9%	-488	-58.9%
Allen Parish, LA	25,764	25,683	-60	532	-886.7%	-592	986.7%
Ascension Parish, LA	107,194	119,455	12,081	5,060	41.9%	7,021	58.1%
Assumption Parish, LA	23,421	22,842	-554	241	-43.5%	-795	143.5%
Avoyelles Parish, LA	42,073	41,103	-974	407	-41.8%	-1,381	141.8%
Beauregard Parish, LA	35,654	36,462	819	739	90.2%	80	9.8%
Bienville Parish, LA	14,353	13,786	-595	-234	39.3%	-361	60.7%
Caldwell Parish, LA	10,132	9,993	-127	-5	3.9%	-122	96.1%
Cameron Parish, LA	6,859	6,817	-58	101	-174.1%	-159	274.1%
Catahoula Parish, LA	10,407	10,147	-258	29	-11.2%	-287	111.2%
Claiborne Parish, LA	17,195	16,295	-913	-86	9.4%	-827	90.6%
Concordia Parish, LA	20,822	20,142	-685	141	-20.6%	-826	120.6%

APPENDIX C

	2010 Population estimates base	2015 July 1 estimate	Population Change, 2010- 2015*	Natural Increase		Net Migration	
				Value	% of total pop. chg.	Value	% of total pop. chg.
De Soto Parish, LA	26,656	27,052	431	313	72.6%	118	27.4%
East Baton Rouge Parish, LA	440,178	446,753	7,002	12,780	182.5%	-5,778	-82.5%
East Carroll Parish, LA	7,759	7,307	-451	267	-59.2%	-718	159.2%
East Feliciana Parish, LA	20,263	19,696	-601	-65	10.8%	-536	89.2%
Evangeline Parish, LA	33,984	33,743	-236	550	-233.1%	-786	333.1%
Franklin Parish, LA	20,767	20,410	-333	99	-29.7%	-432	129.7%
Grant Parish, LA	22,309	22,343	86	221	257.0%	-135	-157.0%
Iberia Parish, LA	73,240	74,103	876	1,854	211.6%	-978	-111.6%
Iberville Parish, LA	33,407	33,095	-244	544	-223.0%	-788	323.0%
Jackson Parish, LA	16,274	15,858	-383	-58	15.1%	-325	84.9%
Jefferson Parish, LA	432,552	436,275	4,125	8,372	203.0%	-4,247	-103.0%
Jefferson Davis Parish, LA	31,594	31,439	-151	331	-219.2%	-482	319.2%
La Salle Parish, LA	14,890	14,974	93	17	18.3%	76	81.7%
Lafourche Parish, LA	96,592	98,325	1,829	2,075	113.4%	-246	-13.4%
Lincoln Parish, LA	46,735	47,774	1,027	1,104	107.5%	-77	-7.5%
Livingston Parish, LA	128,040	137,788	9,574	4,463	46.6%	5,111	53.4%
Madison Parish, LA	12,099	11,514	-598	188	-31.4%	-786	131.4%
Morehouse Parish, LA	27,979	26,395	-1,557	-60	3.9%	-1,497	96.1%
Natchitoches Parish, LA	39,566	39,179	-415	816	-196.6%	-1,231	296.6%
Orleans Parish, LA	343,829	389,617	44,878	8,819	19.7%	36,059	80.3%
Ouachita Parish, LA	153,720	156,761	2,948	3,999	135.7%	-1,051	-35.7%
Plaquemines Parish, LA	23,042	23,495	463	628	135.6%	-165	-35.6%
Pointe Coupee Parish, LA	22,802	22,251	-527	210	-39.8%	-737	139.8%
Rapides Parish, LA	131,613	132,141	590	2,126	360.3%	-1,536	-260.3%
Red River Parish, LA	9,091	8,593	-470	124	-26.4%	-594	126.4%
Richland Parish, LA	20,725	20,523	-179	226	-126.3%	-405	226.3%
St. Bernard Parish, LA	35,897	45,408	9,237	1,751	19.0%	7,486	81.0%
St. Charles Parish, LA	52,887	52,812	-87	1,291	-1483.9%	-1,378	1583.9%
St. Helena Parish, LA	11,203	10,567	-682	3	-0.4%	-685	100.4%
St. James Parish, LA	22,102	21,567	-583	410	-70.3%	-993	170.3%
St. John the Baptist Parish, LA	45,817	43,626	-2,254	932	-41.3%	-3,186	141.3%
St. Landry Parish, LA	83,384	83,848	505	1,917	379.6%	-1,412	-279.6%
St. Martin Parish, LA	52,167	53,835	1,673	1,429	85.4%	244	14.6%
St. Mary Parish, LA	54,650	52,810	-1,778	1,095	-61.6%	-2,873	161.6%
Tangipahoa Parish, LA	121,101	128,755	7,505	3,931	52.4%	3,574	47.6%
Tensas Parish, LA	5,252	4,740	-508	60	-11.8%	-568	111.8%
Union Parish, LA	22,782	22,477	-275	205	-74.5%	-480	174.5%
Vermilion Parish, LA	57,999	59,875	1,867	1,271	68.1%	596	31.9%
Washington Parish, LA	47,171	46,371	-794	13	-1.6%	-807	101.6%
Webster Parish, LA	41,207	40,021	-1,192	-103	8.6%	-1,089	91.4%
West Baton Rouge Parish, LA	23,788	25,490	1,722	862	50.1%	860	49.9%
West Carroll Parish, LA	11,604	11,293	-309	4	-1.3%	-313	101.3%
West Feliciana Parish, LA	15,625	15,385	-236	81	-34.3%	-317	134.3%
Winn Parish, LA	15,313	14,568	-705	45	-6.4%	-750	106.4%
Mississippi	2,968,103	2,992,333	23,482	49,029	208.8%	-25,547	-108.8%
Mississippi DRA counties	1,579,363	1,581,361	1,768	27,096	1532.6%	-25,328	-1432.6%
Adams County, MS	32,297	31,254	-1,027	-187	18.2%	-840	81.8%
Amite County, MS	13,128	12,574	-548	-27	4.9%	-521	95.1%
Attala County, MS	19,564	19,043	-519	-95	18.3%	-424	81.7%
Benton County, MS	8,730	8,182	-568	1	-0.2%	-569	100.2%
Bolivar County, MS	34,148	33,322	-839	650	-77.5%	-1,489	177.5%
Carroll County, MS	10,597	10,243	-386	-60	15.5%	-326	84.5%
Claiborne County, MS	9,598	9,150	-462	155	-33.5%	-617	133.5%
Coahoma County, MS	26,145	24,620	-1,487	767	-51.6%	-2,254	151.6%
Copiah County, MS	29,449	28,773	-643	356	-55.4%	-999	155.4%
Covington County, MS	19,571	19,543	-21	73	-347.6%	-94	447.6%
DeSoto County, MS	161,264	173,323	11,850	4,500	38.0%	7,350	62.0%
Franklin County, MS	8,118	7,743	-352	-49	13.9%	-303	86.1%
Grenada County, MS	21,906	21,578	-354	-25	7.1%	-329	92.9%
Hinds County, MS	245,365	242,891	-2,387	6,904	-289.2%	-9,291	389.2%
Holmes County, MS	19,478	18,340	-1,093	315	-28.8%	-1,408	128.8%
Humphreys County, MS	9,375	8,669	-699	171	-24.5%	-870	124.5%
Issaquena County, MS	1,406	1,337	-74	14	-18.9%	-88	118.9%

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Jasper County, MS	17,062	16,569	-504	229	-45.4%	-733	145.4%
Jefferson County, MS	7,732	7,507	-228	204	-89.5%	-432	189.5%
Jefferson Davis County, MS	12,480	11,665	-775	12	-1.5%	-787	101.5%
Lafayette County, MS	47,359	53,154	5,567	868	15.6%	4,699	84.4%
Lawrence County, MS	12,929	12,622	-315	112	-35.6%	-427	135.6%
Leflore County, MS	32,317	30,999	-1,315	628	-47.8%	-1,943	147.8%
Lincoln County, MS	34,869	34,649	-199	358	-179.9%	-557	279.9%
Madison County, MS	95,203	103,465	8,171	1,294	15.8%	6,877	84.2%
Marion County, MS	27,081	25,563	-1,579	-114	7.2%	-1,465	92.8%
Marshall County, MS	37,139	35,916	-1,253	178	-14.2%	-1,431	114.2%
Montgomery County, MS	10,925	10,152	-782	-128	16.4%	-654	83.6%
Panola County, MS	34,699	34,167	-519	601	-115.8%	-1,120	215.8%
Pike County, MS	40,407	39,956	-464	389	-83.8%	-853	183.8%
Quitman County, MS	8,223	7,486	-789	-42	5.3%	-747	94.7%
Rankin County, MS	142,061	149,039	7,017	4,525	64.5%	2,492	35.5%
Sharkey County, MS	4,916	4,585	-331	60	-18.1%	-391	118.1%
Simpson County, MS	27,502	27,222	-240	292	-121.7%	-532	221.7%
Smith County, MS	16,489	16,059	-395	190	-48.1%	-585	148.1%
Sunflower County, MS	29,450	27,005	-2,503	267	-10.7%	-2,770	110.7%
Tallahatchie County, MS	15,383	14,588	-795	3	-0.4%	-798	100.4%
Tate County, MS	28,882	28,296	-564	253	-44.9%	-817	144.9%
Tippah County, MS	22,232	22,131	-111	102	-91.9%	-213	191.9%
Tunica County, MS	10,778	10,343	-442	520	-117.6%	-962	217.6%
Union County, MS	27,134	28,429	1,337	589	44.1%	748	55.9%
Walthall County, MS	15,443	14,638	-819	25	-3.1%	-844	103.1%
Warren County, MS	48,773	47,485	-1,173	634	-54.0%	-1,807	154.0%
Washington County, MS	51,135	48,130	-2,991	1,077	-36.0%	-4,068	136.0%
Wilkinson County, MS	9,878	9,122	-776	44	-5.7%	-820	105.7%
Yalobusha County, MS	12,678	12,447	-233	-57	24.5%	-176	75.5%
Yazoo County, MS	28,065	27,387	-620	520	-83.9%	-1,140	183.9%
Missouri	5,988,927	6,083,672	97,325	101,770	104.6%	-4,445	-4.6%
Missouri DRA counties	688,125	685,022	-2,706	2,142	-79.2%	-4,848	179.2%
Bollinger County, MO	12,363	12,182	-76	39	-51.3%	-115	151.3%
Butler County, MO	42,794	42,951	265	69	26.0%	196	74.0%
Cape Girardeau County, MO	75,674	78,572	2,769	1,062	38.4%	1,707	61.6%
Carter County, MO	6,265	6,263	-3	34	-1133.3%	-37	1233.3%
Crawford County, MO	24,696	24,526	-166	39	-23.5%	-205	123.5%
Dent County, MO	15,657	15,593	-61	-81	132.8%	20	-32.8%
Douglas County, MO	13,684	13,373	-314	-31	9.9%	-283	90.1%
Dunklin County, MO	31,953	30,895	-1,032	134	-13.0%	-1,166	113.0%
Howell County, MO	40,400	40,117	-266	133	-50.0%	-399	150.0%
Iron County, MO	10,631	10,125	-574	-164	28.6%	-410	71.4%
Madison County, MO	12,226	12,408	140	-118	-84.3%	258	184.3%
Mississippi County, MO	14,358	14,036	-348	-61	17.5%	-287	82.5%
New Madrid County, MO	18,960	18,208	-732	1	-0.1%	-733	100.1%
Oregon County, MO	10,881	10,953	68	-12	-17.6%	80	117.6%
Ozark County, MO	9,723	9,409	-298	-190	63.8%	-108	36.2%
Pemiscot County, MO	18,296	17,482	-796	290	-36.4%	-1,086	136.4%
Perry County, MO	18,971	19,183	189	120	63.5%	69	36.5%
Phelps County, MO	45,154	44,794	-253	618	-244.3%	-871	344.3%
Reynolds County, MO	6,694	6,432	-304	-130	42.8%	-174	57.2%
Ripley County, MO	14,100	13,802	-297	-41	13.8%	-256	86.2%
Scott County, MO	39,187	39,008	-157	497	-316.6%	-654	416.6%
Shannon County, MO	8,441	8,258	-137	33	-24.1%	-170	124.1%
St. Francois County, MO	65,365	66,520	1,093	-33	-3.0%	1,126	103.0%
Ste. Genevieve County, MO	18,142	17,919	-138	-60	43.5%	-78	56.5%
Stoddard County, MO	29,968	29,862	-45	-34	75.6%	-11	24.4%
Texas County, MO	26,008	25,690	-208	54	-26.0%	-262	126.0%
Washington County, MO	25,196	24,788	-379	160	-42.2%	-539	142.2%
Wayne County, MO	13,523	13,405	-116	-275	237.1%	159	-137.1%
Wright County, MO	18,815	18,268	-530	89	-16.8%	-619	116.8%

APPENDIX C

	2010 Population estimates base	2015 July 1 estimate	Population Change, 2010- 2015*	Natural Increase		Net Migration	
				Value	% of total pop. chg.	Value	% of total pop. chg.
Tennessee	6,346,275	6,600,299	250,876	96,386	38.4%	154,490	61.6%
Tennessee DRA counties	1,562,646	1,566,602	4,524	32,927	727.8%	-28,403	-627.8%
Benton County, TN	16,489	16,129	-341	-421	123.5%	80	-23.5%
Carroll County, TN	28,505	27,910	-604	-447	74.0%	-157	26.0%
Chester County, TN	17,131	17,471	287	120	41.8%	167	58.2%
Crockett County, TN	14,584	14,601	35	45	128.6%	-10	-28.6%
Decatur County, TN	11,750	11,660	-89	-271	304.5%	182	-204.5%
Dyer County, TN	38,337	37,893	-486	267	-54.9%	-753	154.9%
Fayette County, TN	38,413	39,165	618	332	53.7%	286	46.3%
Gibson County, TN	49,683	49,399	-289	-213	73.7%	-76	26.3%
Hardeman County, TN	27,253	25,707	-1,516	-17	1.1%	-1,499	98.9%
Hardin County, TN	26,025	25,756	-252	-402	159.5%	150	-59.5%
Haywood County, TN	18,787	18,023	-803	216	-26.9%	-1,019	126.9%
Henderson County, TN	27,793	28,015	244	130	53.3%	114	46.7%
Henry County, TN	32,330	32,147	-199	-562	282.4%	363	-182.4%
Lake County, TN	7,832	7,576	-246	-138	56.1%	-108	43.9%
Lauderdale County, TN	27,815	26,936	-864	112	-13.0%	-976	113.0%
Madison County, TN	98,294	97,610	-646	1,763	-272.9%	-2,409	372.9%
McNairy County, TN	26,076	26,066	-36	-295	819.4%	259	-719.4%
Obion County, TN	31,807	30,639	-1,142	-241	21.1%	-901	78.9%
Shelby County, TN	927,640	938,069	11,191	31,862	284.7%	-20,671	-184.7%
Tipton County, TN	61,081	61,870	698	1,117	160.0%	-419	-60.0%
Weakley County, TN	35,021	33,960	-1,036	-30	2.9%	-1,006	97.1%

Source: U.S. Census Bureau. *Note: To facilitate the calculation of percentages, population change was calculated as the sum of natural increase and net migration and, as such, excludes the residual component (an artifact of the modeling process). As a result, figures may not correspond with other published estimates of population change for the same period.

FIGURE 29. POPULATION AND EMPLOYMENT* PROJECTIONS, 2020
U.S., DELTA COUNTIES/PARISHES, AND STATES

	POPULATION				EMPLOYMENT			
	Projections		Change, 2015-20		Projections		Change, 2015-20	
	2015	2020	#	%	2015	2020	#	%
United States	321,252,743	330,454,904	9,202,161	2.9%	139,286,250	146,945,754	7,659,504	5.5%
Delta Region	9,955,157	10,029,309	74,152	0.7%	3,811,765	3,974,928	163,163	4.3%
Alabama	4,869,525	4,940,327	70,802	1.5%	1,891,276	1,986,414	95,138	5.0%
Alabama DRA counties	413,129	405,961	-7,168	-1.7%	113,121	116,561	3,440	3.0%
Barbour County, AL	26,739	26,230	-509	-1.9%	8,246	8,268	22	0.3%
Bullock County, AL	10,681	10,670	-11	-0.1%	2,938	3,105	167	5.7%
Butler County, AL	20,156	19,790	-366	-1.8%	6,974	7,408	434	6.2%
Choctaw County, AL	13,167	12,642	-525	-4.0%	3,428	3,543	115	3.4%
Clarke County, AL	24,748	24,031	-717	-2.9%	8,305	8,507	202	2.4%
Conecuh County, AL	12,581	12,076	-505	-4.0%	3,551	3,638	87	2.5%
Dallas County, AL	41,273	39,545	-1,728	-4.2%	12,847	12,110	-737	-5.7%
Escambia County, AL	37,659	37,218	-441	-1.2%	12,710	13,567	857	6.7%
Greene County, AL	8,454	8,019	-435	-5.1%	1,791	1,842	51	2.8%
Hale County, AL	15,006	14,426	-580	-3.9%	2,798	2,980	182	6.5%
Lowndes County, AL	10,389	9,722	-667	-6.4%	2,351	2,440	89	3.8%
Macon County, AL	19,014	17,330	-1,684	-8.9%	4,878	5,365	487	10.0%
Marengo County, AL	19,886	19,132	-754	-3.8%	6,992	7,475	483	6.9%
Monroe County, AL	21,714	20,758	-956	-4.4%	6,221	6,410	189	3.0%
Perry County, AL	9,664	9,016	-648	-6.7%	2,102	2,100	-2	-0.1%
Pickens County, AL	20,189	20,747	558	2.8%	3,795	3,725	-70	-1.8%
Russell County, AL	61,117	65,382	4,265	7.0%	13,792	14,729	937	6.8%
Sumter County, AL	13,057	12,594	-463	-3.5%	3,060	3,117	57	1.9%
Washington County, AL	16,674	16,193	-481	-2.9%	3,589	3,643	54	1.5%
Wilcox County, AL	10,964	10,442	-522	-4.8%	2,752	2,587	-165	-6.0%
Arkansas	2,982,441	3,033,785	51,344	1.7%	1,177,747	1,215,578	37,831	3.2%
Arkansas DRA counties	1,429,618	1,428,409	-1,209	-0.1%	584,128	592,483	8,355	1.4%
Arkansas County, AR	18,503	17,989	-514	-2.8%	10,039	10,002	-37	-0.4%
Ashley County, AR	20,766	19,910	-856	-4.1%	7,180	7,209	29	0.4%
Baxter County, AR	40,768	40,404	-364	-0.9%	14,776	15,319	543	3.7%
Bradley County, AR	11,055	10,737	-318	-2.9%	3,639	3,465	-174	-4.8%
Calhoun County, AR	5,154	5,007	-147	-2.9%	2,584	2,776	192	7.4%
Chicot County, AR	11,032	10,449	-583	-5.3%	3,396	3,730	334	9.8%
Clay County, AR	14,921	14,142	-779	-5.2%	3,603	3,418	-185	-5.1%
Cleveland County, AR	8,428	8,257	-171	-2.0%	951	1,100	149	15.7%
Craighead County, AR	104,084	109,356	5,272	5.1%	47,847	51,014	3,167	6.6%
Crittenden County, AR	49,317	48,466	-851	-1.7%	16,602	17,067	465	2.8%
Cross County, AR	17,107	16,486	-621	-3.6%	5,072	5,123	51	1.0%
Dallas County, AR	7,692	7,346	-346	-4.5%	2,759	2,890	131	4.7%
Desha County, AR	12,112	11,487	-625	-5.2%	4,575	4,599	24	0.5%
Drew County, AR	18,659	18,596	-63	-0.3%	6,392	6,518	126	2.0%
Fulton County, AR	12,130	12,046	-84	-0.7%	1,929	2,091	162	8.4%
Grant County, AR	18,212	18,494	282	1.5%	3,960	4,147	187	4.7%
Greene County, AR	44,007	45,378	1,371	3.1%	15,476	16,283	807	5.2%
Independence County, AR	37,083	37,469	386	1.0%	14,795	15,125	330	2.2%
Izard County, AR	13,410	13,303	-107	-0.8%	3,140	3,321	181	5.8%
Jackson County, AR	17,457	17,132	-325	-1.9%	5,283	5,422	139	2.6%
Jefferson County, AR	71,207	67,204	-4,003	-5.6%	26,442	25,047	-1,395	-5.3%
Lawrence County, AR	16,849	16,519	-330	-2.0%	4,137	4,264	127	3.1%
Lee County, AR	9,729	9,170	-559	-5.7%	2,036	2,089	53	2.6%
Lincoln County, AR	13,950	13,756	-194	-1.4%	2,802	2,932	130	4.6%
Lonoke County, AR	72,508	76,019	3,511	4.8%	13,918	15,077	1,159	8.3%
Marion County, AR	16,298	16,040	-258	-1.6%	3,788	3,861	73	1.9%
Mississippi County, AR	43,733	41,666	-2,067	-4.7%	18,289	19,075	786	4.3%
Monroe County, AR	7,418	6,840	-578	-7.8%	2,251	2,284	33	1.5%
Ouachita County, AR	24,545	23,500	-1,045	-4.3%	7,175	7,147	-28	-0.4%
Phillips County, AR	19,543	17,940	-1,603	-8.2%	5,779	5,384	-395	-6.8%
Poinsett County, AR	24,149	23,886	-263	-1.1%	5,282	5,395	113	2.1%
Prairie County, AR	8,213	7,903	-310	-3.8%	1,605	1,751	146	9.1%
Pulaski County, AR	395,315	403,509	8,194	2.1%	247,220	246,246	-974	-0.4%

APPENDIX C

	POPULATION				EMPLOYMENT			
	Projections		Change, 2015-20		Projections		Change, 2015-20	
	2015	2020	#	%	2015	2020	#%	%
Randolph County, AR	17,485	17,116	-369	-2.1%	4,524	4,783	259	5.7%
Searcy County, AR	7,879	7,698	-181	-2.3%	1,636	1,842	206	12.6%
Sharp County, AR	16,859	16,592	-267	-1.6%	3,818	3,921	103	2.7%
St. Francis County, AR	26,691	25,573	-1,118	-4.2%	7,998	7,904	-94	-1.2%
Stone County, AR	12,538	12,565	27	0.2%	2,494	2,460	-34	-1.4%
Union County, AR	39,936	38,683	-1,253	-3.1%	18,492	18,208	-284	-1.5%
Van Buren County, AR	16,797	16,524	-273	-1.6%	4,012	4,505	493	12.3%
White County, AR	79,248	80,782	1,534	1.9%	24,565	25,784	1,219	5.0%
Woodruff County, AR	6,831	6,468	-363	-5.3%	1,869	1,906	37	2.0%
Illinois	12,906,482	12,965,798	59,316	0.5%	5,808,102	6,012,658	204,556	3.5%
<i>Illinois DRA counties</i>	<i>339,205</i>	<i>335,000</i>	<i>-4,205</i>	<i>-1.2%</i>	<i>102,199</i>	<i>106,749</i>	<i>4,550</i>	<i>4.5%</i>
Alexander County, IL	7,335	6,759	-576	-7.9%	1,210	1,173	-37	-3.1%
Franklin County, IL	39,370	38,955	-415	-1.1%	8,096	8,539	443	5.5%
Gallatin County, IL	5,228	4,960	-268	-5.1%	1,040	1,128	88	8.5%
Hamilton County, IL	8,266	8,142	-124	-1.5%	2,028	2,320	292	14.4%
Hardin County, IL	4,080	3,891	-189	-4.6%	802	895	93	11.6%
Jackson County, IL	59,680	59,219	-461	-0.8%	23,326	23,803	477	2.0%
Johnson County, IL	12,592	12,469	-123	-1.0%	2,031	2,139	108	5.3%
Massac County, IL	14,810	14,445	-365	-2.5%	3,355	2,912	-443	-13.2%
Perry County, IL	21,552	20,979	-573	-2.7%	4,542	4,818	276	6.1%
Pope County, IL	4,263	4,180	-83	-1.9%	591	654	63	10.7%
Pulaski County, IL	5,740	5,424	-316	-5.5%	1,502	1,523	21	1.4%
Randolph County, IL	32,733	32,349	-384	-1.2%	10,914	11,339	425	3.9%
Saline County, IL	24,564	24,086	-478	-1.9%	8,370	8,759	389	4.6%
Union County, IL	17,374	17,056	-318	-1.8%	4,343	4,519	176	4.1%
White County, IL	14,318	14,004	-314	-2.2%	4,299	4,411	112	2.6%
Williamson County, IL	67,300	68,082	782	1.2%	25,751	27,817	2,066	8.0%
Kentucky	4,434,282	4,506,034	71,752	1.6%	1,842,798	1,924,197	81,399	4.4%
<i>Kentucky DRA counties</i>	<i>499,058</i>	<i>497,274</i>	<i>-1,784</i>	<i>-0.4%</i>	<i>190,455</i>	<i>200,013</i>	<i>9,558</i>	<i>5.0%</i>
Ballard County, KY	8,247	8,212	-35	-0.4%	2,175	2,217	42	1.9%
Caldwell County, KY	12,681	12,467	-214	-1.7%	4,111	4,531	420	10.2%
Calloway County, KY	38,540	39,213	673	1.7%	16,600	17,050	450	2.7%
Carlisle County, KY	4,949	4,845	-104	-2.1%	1,004	1,258	254	25.3%
Christian County, KY	74,470	74,291	-179	-0.2%	32,327	33,665	1,338	4.1%
Crittenden County, KY	9,198	9,140	-58	-0.6%	1,903	2,051	148	7.8%
Fulton County, KY	6,143	5,642	-501	-8.2%	2,187	2,317	130	5.9%
Graves County, KY	37,665	37,912	247	0.7%	10,779	11,476	697	6.5%
Henderson County, KY	46,532	46,754	222	0.5%	20,118	20,292	174	0.9%
Hickman County, KY	4,692	4,569	-123	-2.6%	1,065	1,217	152	14.3%
Hopkins County, KY	46,297	45,895	-402	-0.9%	17,794	18,464	670	3.8%
Livingston County, KY	9,320	9,169	-151	-1.6%	2,934	3,510	576	19.6%
Lyon County, KY	8,461	8,518	57	0.7%	2,293	2,519	226	9.9%
Marshall County, KY	30,925	30,650	-275	-0.9%	11,059	11,550	491	4.4%
McCracken County, KY	65,292	65,032	-260	-0.4%	38,357	39,684	1,327	3.5%
McLean County, KY	9,461	9,390	-71	-0.8%	1,931	2,070	139	7.2%
Muhlenberg County, KY	31,139	30,888	-251	-0.8%	9,200	9,874	674	7.3%
Todd County, KY	12,533	12,554	21	0.2%	2,303	2,612	309	13.4%
Trigg County, KY	14,190	14,168	-22	-0.2%	3,379	3,602	223	6.6%
Union County, KY	15,142	15,114	-28	-0.2%	5,422	6,178	756	13.9%
Webster County, KY	13,182	12,852	-330	-2.5%	3,513	3,876	363	10.3%
Louisiana	4,683,143	4,792,862	109,719	2.3%	1,917,058	2,052,483	135,425	7.1%
<i>Louisiana DRA counties</i>	<i>3,427,504</i>	<i>3,503,899</i>	<i>76,395</i>	<i>2.2%</i>	<i>1,350,841</i>	<i>1,437,589</i>	<i>86,748</i>	<i>6.4%</i>
Acadia Parish, LA	62,654	63,511	857	1.4%	14,650	16,020	1,370	9.4%
Allen Parish, LA	25,671	25,657	-14	-0.1%	7,812	8,001	189	2.4%
Ascension Parish, LA	119,248	128,219	8,971	7.5%	43,489	49,484	5,995	13.8%
Assumption Parish, LA	22,995	22,809	-186	-0.8%	4,345	4,483	138	3.2%
Avoyelles Parish, LA	40,976	40,274	-702	-1.7%	10,805	11,931	1,126	10.4%
Beauregard Parish, LA	36,423	36,922	499	1.4%	8,609	9,522	913	10.6%
Bienville Parish, LA	13,779	13,340	-439	-3.2%	4,283	4,831	548	12.8%
Caldwell Parish, LA	9,834	9,627	-207	-2.1%	2,405	2,703	298	12.4%
Cameron Parish, LA	6,579	6,389	-190	-2.9%	7,031	8,417	1,386	19.7%
Catahoula Parish, LA	10,102	9,867	-235	-2.3%	2,224	2,496	272	12.2%

	POPULATION				EMPLOYMENT			
	Projections		Change, 2015-20		Projections		Change, 2015-20	
	2015	2020	#	%	2015	2020	#%	%
Claiborne Parish, LA	16,333	15,822	-511	-3.1%	3,503	3,697	194	5.5%
Concordia Parish, LA	20,429	20,278	-151	-0.7%	5,703	6,556	853	15.0%
De Soto Parish, LA	27,265	27,633	368	1.3%	6,236	7,483	1,247	20.0%
East Baton Rouge Parish, LA	447,715	452,474	4,759	1.1%	271,864	288,194	16,330	6.0%
East Carroll Parish, LA	7,400	7,103	-297	-4.0%	1,848	1,912	64	3.5%
East Feliciana Parish, LA	19,637	19,162	-475	-2.4%	4,693	4,837	144	3.1%
Evangeline Parish, LA	33,607	33,348	-259	-0.8%	8,178	9,203	1,025	12.5%
Franklin Parish, LA	20,389	20,085	-304	-1.5%	4,792	5,022	230	4.8%
Grant Parish, LA	22,513	22,911	398	1.8%	3,419	3,654	235	6.9%
Iberia Parish, LA	74,045	74,285	240	0.3%	31,271	32,621	1,350	4.3%
Iberville Parish, LA	33,322	33,246	-76	-0.2%	14,999	16,199	1,200	8.0%
Jackson Parish, LA	15,994	15,817	-177	-1.1%	3,690	3,976	286	7.8%
Jefferson Parish, LA	436,528	438,993	2,465	0.6%	190,965	194,373	3,408	1.8%
Jefferson Davis Parish, LA	31,412	31,358	-54	-0.2%	8,794	9,753	959	10.9%
La Salle Parish, LA	14,849	14,864	15	0.1%	4,507	5,500	993	22.0%
Lafourche Parish, LA	98,334	99,916	1,582	1.6%	39,130	44,089	4,959	12.7%
Lincoln Parish, LA	47,922	48,873	951	2.0%	17,900	19,436	1,536	8.6%
Livingston Parish, LA	137,937	146,075	8,138	5.9%	24,601	27,956	3,355	13.6%
Madison Parish, LA	11,752	11,332	-420	-3.6%	3,400	3,719	319	9.4%
Morehouse Parish, LA	26,488	25,394	-1,094	-4.1%	7,021	7,863	842	12.0%
Natchitoches Parish, LA	39,112	38,870	-242	-0.6%	13,027	13,791	764	5.9%
Orleans Parish, LA	397,096	435,686	38,590	9.7%	188,562	192,768	4,206	2.2%
Ouachita Parish, LA	157,109	159,419	2,310	1.5%	69,540	72,669	3,129	4.5%
Plaquemines Parish, LA	23,662	23,930	268	1.1%	14,204	15,441	1,237	8.7%
Pointe Coupee Parish, LA	22,307	21,925	-382	-1.7%	5,155	5,837	682	13.2%
Rapides Parish, LA	132,822	133,700	878	0.7%	57,709	59,731	2,022	3.5%
Red River Parish, LA	8,619	8,241	-378	-4.4%	2,564	2,869	305	11.9%
Richland Parish, LA	20,776	20,675	-101	-0.5%	6,592	7,361	769	11.7%
St. Bernard Parish, LA	46,948	54,685	7,737	16.5%	10,190	10,946	756	7.4%
St. Charles Parish, LA	52,798	53,252	454	0.9%	25,126	28,583	3,457	13.8%
St. Helena Parish, LA	10,568	10,163	-405	-3.8%	1,401	1,535	134	9.6%
St. James Parish, LA	21,573	21,392	-181	-0.8%	7,916	9,011	1,095	13.8%
St. John the Baptist Parish, LA	43,190	41,709	-1,481	-3.4%	14,152	15,538	1,386	9.8%
St. Landry Parish, LA	83,534	83,301	-233	-0.3%	24,474	26,721	2,247	9.2%
St. Martin Parish, LA	53,538	54,530	992	1.9%	13,111	15,620	2,509	19.1%
St. Mary Parish, LA	52,996	52,252	-744	-1.4%	25,937	27,354	1,417	5.5%
Tangipahoa Parish, LA	128,378	133,859	5,481	4.3%	41,653	45,204	3,551	8.5%
Tensas Parish, LA	4,730	4,377	-353	-7.5%	1,155	1,155	0	0.0%
Union Parish, LA	22,462	22,325	-137	-0.6%	4,710	4,819	109	2.3%
Vermilion Parish, LA	60,005	61,548	1,543	2.6%	13,908	15,182	1,274	9.2%
Washington Parish, LA	46,176	45,740	-436	-0.9%	10,292	10,821	529	5.1%
Webster Parish, LA	40,236	39,515	-721	-1.8%	11,919	12,629	710	6.0%
West Baton Rouge Parish, LA	25,290	26,451	1,161	4.6%	13,218	15,077	1,859	14.1%
West Carroll Parish, LA	11,476	11,396	-80	-0.7%	2,395	2,557	162	6.8%
West Feliciana Parish, LA	15,376	15,287	-89	-0.6%	5,121	5,334	213	4.2%
Winn Parish, LA	14,597	14,088	-509	-3.5%	4,645	5,108	463	10.0%
Mississippi	3,002,503	3,027,380	24,877	0.8%	1,113,224	1,149,497	36,273	3.3%
<i>Mississippi DRA counties</i>	<i>1,585,617</i>	<i>1,590,276</i>	<i>4,659</i>	<i>0.3%</i>	<i>562,706</i>	<i>580,940</i>	<i>18,234</i>	<i>3.2%</i>
Adams County, MS	31,598	30,840	-758	-2.4%	10,795	10,972	177	1.6%
Amite County, MS	12,569	12,119	-450	-3.6%	1,750	1,799	49	2.8%
Attala County, MS	19,121	18,936	-185	-1.0%	4,530	4,323	-207	-4.6%
Benton County, MS	8,265	7,941	-324	-3.9%	1,126	1,385	259	23.0%
Bolivar County, MS	33,573	32,779	-794	-2.4%	11,745	12,567	822	7.0%
Carroll County, MS	10,190	9,916	-274	-2.7%	1,141	1,244	103	9.0%
Claiborne County, MS	8,923	8,309	-614	-6.9%	3,157	3,228	71	2.2%
Coahoma County, MS	24,483	23,073	-1,410	-5.8%	8,222	8,333	111	1.4%
Copiah County, MS	28,647	28,275	-372	-1.3%	7,100	7,350	250	3.5%
Covington County, MS	19,401	19,294	-107	-0.6%	5,138	5,383	245	4.8%
DeSoto County, MS	173,677	184,640	10,963	6.3%	53,366	58,555	5,189	9.7%
Franklin County, MS	7,787	7,618	-169	-2.2%	1,685	1,739	54	3.2%
Grenada County, MS	21,533	21,315	-218	-1.0%	10,349	10,484	135	1.3%

APPENDIX C

	POPULATION				EMPLOYMENT			
	Projections		Change, 2015-20		Projections		Change, 2015-20	
	2015	2020	#	%	2015	2020	#%	%
Hinds County, MS	243,605	239,739	-3,866	-1.6%	120,361	117,176	-3,185	-2.6%
Holmes County, MS	18,259	17,362	-897	-4.9%	3,662	3,770	108	2.9%
Humphreys County, MS	8,589	7,915	-674	-7.8%	2,278	1,935	-343	-15.1%
Issaquena County, MS	1,376	1,296	-80	-5.8%	437	470	33	7.6%
Jasper County, MS	16,417	16,066	-351	-2.1%	3,902	3,923	21	0.5%
Jefferson County, MS	7,525	7,282	-243	-3.2%	1,327	1,548	221	16.7%
Jefferson Davis County, MS	11,676	11,144	-532	-4.6%	1,658	1,597	-61	-3.7%
Lafayette County, MS	54,066	58,278	4,212	7.8%	20,873	22,946	2,073	9.9%
Lawrence County, MS	12,398	12,128	-270	-2.2%	2,476	2,460	-16	-0.6%
Leflore County, MS	31,109	30,034	-1,075	-3.5%	14,119	13,925	-194	-1.4%
Lincoln County, MS	34,766	34,750	-16	0.0%	11,484	11,443	-41	-0.4%
Madison County, MS	103,252	109,269	6,017	5.8%	52,024	58,481	6,457	12.4%
Marion County, MS	25,734	25,051	-683	-2.7%	7,724	8,311	587	7.6%
Marshall County, MS	36,127	35,637	-490	-1.4%	6,068	6,037	-31	-0.5%
Montgomery County, MS	10,293	9,864	-429	-4.2%	2,512	2,609	97	3.9%
Panola County, MS	34,370	34,220	-150	-0.4%	10,874	11,977	1,103	10.1%
Pike County, MS	39,974	39,751	-223	-0.6%	14,827	14,954	127	0.9%
Quitman County, MS	7,551	7,093	-458	-6.1%	1,147	1,092	-55	-4.8%
Rankin County, MS	149,724	155,432	5,708	3.8%	59,858	64,108	4,250	7.1%
Sharkey County, MS	4,544	4,198	-346	-7.6%	1,208	1,258	50	4.1%
Simpson County, MS	27,435	27,415	-20	-0.1%	7,200	7,778	578	8.0%
Smith County, MS	16,143	15,947	-196	-1.2%	2,742	2,682	-60	-2.2%
Sunflower County, MS	27,086	25,469	-1,617	-6.0%	7,955	8,180	225	2.8%
Tallahatchie County, MS	14,734	14,339	-395	-2.7%	3,125	3,689	564	18.0%
Tate County, MS	28,214	28,111	-103	-0.4%	5,427	5,554	127	2.3%
Tippah County, MS	22,060	22,129	69	0.3%	6,336	5,940	-396	-6.3%
Tunica County, MS	10,551	10,601	50	0.5%	8,946	7,081	-1,865	-20.8%
Union County, MS	28,255	29,131	876	3.1%	10,539	11,405	866	8.2%
Walthall County, MS	14,729	14,306	-423	-2.9%	2,544	2,434	-110	-4.3%
Warren County, MS	47,904	47,452	-452	-0.9%	20,284	19,279	-1,005	-5.0%
Washington County, MS	48,388	46,033	-2,355	-4.9%	17,432	17,649	217	1.2%
Wilkinson County, MS	9,056	8,566	-490	-5.4%	1,739	1,716	-23	-1.3%
Yalobusha County, MS	12,184	11,888	-296	-2.4%	3,072	3,292	220	7.2%
Yazoo County, MS	27,752	27,328	-424	-1.5%	6,441	6,882	441	6.8%
Missouri	6,087,326	6,175,310	87,984	1.4%	2,698,977	2,789,179	90,202	3.3%
Missouri DRA counties	687,213	688,369	1,156	0.2%	232,455	244,527	12,072	5.2%
Bollinger County, MO	12,419	12,461	42	0.3%	1,689	1,863	174	10.3%
Butler County, MO	43,084	43,328	244	0.6%	19,173	19,862	689	3.6%
Cape Girardeau County, MO	78,642	80,710	2,068	2.6%	38,999	40,510	1,511	3.9%
Carter County, MO	6,289	6,331	42	0.7%	1,418	1,609	191	13.5%
Crawford County, MO	24,654	24,732	78	0.3%	6,481	7,223	742	11.4%
Dent County, MO	15,723	15,847	124	0.8%	3,838	4,157	319	8.3%
Douglas County, MO	13,495	13,433	-62	-0.5%	2,271	2,690	419	18.5%
Dunklin County, MO	31,267	30,641	-626	-2.0%	10,065	10,544	479	4.8%
Howell County, MO	40,226	40,119	-107	-0.3%	15,037	15,177	140	0.9%
Iron County, MO	10,205	9,961	-244	-2.4%	3,815	4,029	214	5.6%
Madison County, MO	12,400	12,445	45	0.4%	3,564	4,048	484	13.6%
Mississippi County, MO	14,252	14,281	29	0.2%	4,070	4,378	308	7.6%
New Madrid County, MO	18,157	17,725	-432	-2.4%	7,406	7,683	277	3.7%
Oregon County, MO	10,964	10,996	32	0.3%	2,315	2,512	197	8.5%
Ozark County, MO	9,458	9,294	-164	-1.7%	1,550	1,628	78	5.0%
Pemiscot County, MO	17,501	16,845	-656	-3.7%	5,912	6,076	164	2.8%
Perry County, MO	19,247	19,521	274	1.4%	9,856	10,879	1,023	10.4%
Phelps County, MO	44,988	45,204	216	0.5%	17,648	17,931	283	1.6%
Reynolds County, MO	6,548	6,417	-131	-2.0%	1,671	1,894	223	13.3%
Ripley County, MO	13,976	13,931	-45	-0.3%	2,924	3,283	359	12.3%
Scott County, MO	38,903	38,589	-314	-0.8%	15,251	15,627	376	2.5%
Shannon County, MO	8,299	8,251	-48	-0.6%	1,444	1,493	49	3.4%
St. Francois County, MO	66,389	67,452	1,063	1.6%	22,898	24,060	1,162	5.1%
Ste. Genevieve County, MO	17,880	17,802	-78	-0.4%	5,384	6,082	698	13.0%
Stoddard County, MO	29,818	29,794	-24	-0.1%	10,051	10,162	111	1.1%

	POPULATION				EMPLOYMENT			
	Projections		Change, 2015-20		Projections		Change, 2015-20	
	2015	2020	#	%	2015	2020	#%	%
Texas County, MO	25,636	25,611	-25	-0.1%	5,731	6,060	329	5.7%
Washington County, MO	25,114	25,210	96	0.4%	5,069	5,595	526	10.4%
Wayne County, MO	13,448	13,498	50	0.4%	2,690	2,902	212	7.9%
Wright County, MO	18,231	17,939	-292	-1.6%	4,236	4,570	334	7.9%
Tennessee	6,596,884	6,783,984	187,100	2.8%	2,804,735	2,937,371	132,636	4.7%
<i>Tennessee DRA counties</i>	<i>1,573,813</i>	<i>1,580,122</i>	<i>6,309</i>	<i>0.4%</i>	<i>675,859</i>	<i>696,067</i>	<i>20,208</i>	<i>3.0%</i>
Benton County, TN	16,102	15,812	-290	-1.8%	3,889	4,062	173	4.4%
Carroll County, TN	28,350	28,106	-244	-0.9%	7,327	8,157	830	11.3%
Chester County, TN	17,470	17,749	279	1.6%	3,478	3,736	258	7.4%
Crockett County, TN	14,676	14,523	-153	-1.0%	3,656	3,808	152	4.2%
Decatur County, TN	11,647	11,610	-37	-0.3%	3,516	3,693	177	5.0%
Dyer County, TN	37,945	37,758	-187	-0.5%	15,464	16,237	773	5.0%
Fayette County, TN	39,298	40,490	1,192	3.0%	7,460	9,119	1,659	22.2%
Gibson County, TN	49,453	49,321	-132	-0.3%	13,317	13,001	-316	-2.4%
Hardeman County, TN	25,711	24,734	-977	-3.8%	6,695	7,123	428	6.4%
Hardin County, TN	25,876	25,781	-95	-0.4%	7,781	7,883	102	1.3%
Haywood County, TN	18,035	17,599	-436	-2.4%	4,904	4,941	37	0.8%
Henderson County, TN	28,087	28,310	223	0.8%	8,025	8,299	274	3.4%
Henry County, TN	32,194	32,140	-54	-0.2%	11,076	11,130	54	0.5%
Lake County, TN	7,605	7,473	-132	-1.7%	1,856	2,223	367	19.8%
Lauderdale County, TN	27,346	27,017	-329	-1.2%	5,948	5,803	-145	-2.4%
Madison County, TN	98,511	98,918	407	0.4%	55,776	58,423	2,647	4.7%
McNairy County, TN	26,327	26,586	259	1.0%	5,489	5,429	-60	-1.1%
Obion County, TN	30,763	30,061	-702	-2.3%	9,667	9,518	-149	-1.5%
Shelby County, TN	942,219	949,487	7,268	0.8%	479,773	492,488	12,715	2.7%
Tipton County, TN	61,916	62,804	888	1.4%	10,442	11,095	653	6.3%
Weakley County, TN	34,284	33,845	-439	-1.3%	10,319	9,898	-421	-4.1%

Source: EMSI Q2 2015

APPENDIX D: LISTENING SESSIONS

OVERVIEW

Between June 11 and July 21, 2015, over 300 citizens of the Mississippi River Delta Region (an 8-state, 252-county/parish, federally designated area) participated in a series of 10 listening sessions to help the Delta Regional Authority (DRA) prepare for its new five-year strategic plan. The plan will guide DRA investments to promote economic growth and vitality in the region. The events were structured in two-hour conversations that involved 22 to 62 people. The events were held in:

- Carterville, Illinois (June 11, 2015)
- Paducah, Kentucky (June 11, 2015)
- Poplar Bluff, Missouri (June 12, 2015)
- Selma, Alabama (June 19, 2015)
- Pine Bluff, Arkansas (June 30, 2015)
- Clarksdale, Mississippi (July 1, 2015)
- Monroe, Louisiana (July 2, 2015)
- Reserve, Louisiana (July 13, 2015)
- Collins, Mississippi (July 13, 2015)
- Jackson, Tennessee (July 20, 2015)

Senior staff members of TIP Strategies, a 20-year economic consulting firm from Austin, Texas, lead the discussions. Each event began with a 15-minute data presentation showing some of the global and local economic changes in the region. Topics such as globalization, urbanization, sector shifts in employment, and the unevenness of the recent economic recovery were introduced.

The composition of the groups varied from session to session but included a broad cross section of community leaders. Racial diversity was strong, but younger residents were underrepresented.

The conversations began with a simple question: "When you hear the term economic development, what do you think it means?"

Participants in every session discussed the need for more, and better, jobs. Most of the participants' communities suffer from high unemployment, and many have entrenched multi-generational poverty. In several communities, a spirited debate of what is meant by a "good" job arose. With a general consensus that the local cost of living needed to be considered, most groups settled on an hourly wage of \$15-\$20/hour plus benefits as defining a good job. After the first few sessions, the facilitators conducted research on this topic, and determined that, nationally, approximately 41% of all full-time jobs pay in excess of \$20/hour, and the remaining 59% pay less. In subsequent discussions, groups agreed that, in their small rural communities, the percentage of higher-paying jobs was almost certainly lower than the national average. This led to the startling realization that even if everyone in a given Delta community is employed, roughly 2/3 of adults in that community do not have a "good" job. A common consensus among participants was that an economically strong community needed to have "enough" full-time jobs with health and retirement benefits that paid decent wages.

Quality of life or quality of place was discussed in every session. One elderly participant pointed out, "To have a vibrant community, you need many things: healthcare, recreation, public transportation, great arts; hell, the list of what you need is endless. What we got is a bit more limited." The comment got a good laugh, but all of those items plus quality housing, good civic organizations, working infrastructure, and low crime rates and public safety were discussed at most sessions. Low-cost and widely available broadband access was also mentioned in every session as a prerequisite for economic vitality.

The next phase of questions prompted the groups to voice concerns and suggest opportunities.

Another consistent topic in every group was the need to try to keep some of the younger residents from moving away to more prosperous urban areas. There was talk about the conflict between having enough amenities for young people to want to stay and the loss of vitality due to their exodus. This discussion harkened back to the story of the creation of Research Triangle Park in North Carolina. Today, over 50 years later, the park's creation is viewed as a forward-thinking economic development strategy. Those who have researched the history and spoken to the founders know that it was conceived and sold to investors as a means to keep young college graduates from moving away. One founder once said he told people, if the region didn't do something, "their sons would move up north, marry some Yankee girl, and they would never see their grandchildren."

Several participants noted that they think most young people, especially those with higher education, move for employment opportunities, not just for amenities. One commented that this issue "is about higher-paying jobs, not coffee shops." In four of the ten sessions, "white flight" or increased racial or economic segregation was discussed. The conversations usually started with a comment about the deepening segregation of schools (rich schools vs. poor schools or white schools vs. black schools) but in some cases also pointed out that opportunities and amenities were sometimes concentrated in one part of the community.

Civic or business leadership was often mentioned as a necessary component of a good community. Many participants gave impassioned pleas for better, and better informed, leaders. A common observation was that many leaders seem more interested in themselves than in helping the community. Participants also lamented the loss of the engagement of local business leaders. The effects of business consolidations, and the lack of small business succession within families are acutely felt in smaller communities. Without community stewards that have the good of everyone as a priority, places struggle. Most participants felt that, in many cases, leaders were trying, but success was simply difficult.

A number of participants expressed the will power and knowledge for positive change as being present, but a lack of resources is a major barrier to success for Delta communities, as expressed in the following statements:

"We can all do strategic planning; where we have trouble is with strategic implementation. We just don't have enough resources to get the things done we need to do." (Illinois)

"Leadership in most small communities is just people volunteering with time they have." (Tennessee)

"I hear great ideas all the time, I've heard some today, but we need people to come together to get things done." (Mississippi)

In Clarksdale, Mississippi, where the DRA is headquartered, a listening session participant passionately pleaded, "Economic development is not easy in the Delta; it takes purposeful action, by local people, but we need help, all we can get." Ideas for engaging more people were exchanged in many sessions. The lack of engagement of young people in civic affairs was also a common topic. It was suggested that if young people could become civically engaged earlier, they might grow roots in the community and be less likely to leave, or at least be more likely to come back. Another suggestion, made independently at five of the ten sessions, was for the DRA to expand its successful Delta Leadership Institute by adding a youth component.

Infrastructure needs occupied a significant portion of every discussion. Some of this conversation focused on the concern for a high quality of life for current citizens. The lack of federal funds and shrinking state dollars and support for locally delivered and maintained infrastructure was a top issue for the elected officials that attended. A more subtle infrastructure discussion centered on the impact that disintegrating infrastructure has on the community brand. "Economic death indicators," a term new to the facilitators, came up a couple of times. One participant in Arkansas noted, "How can you take pride in your community when all you have to do is look around and know things are not good? How can you sell the community to young people or business investors? Our image is shaped by the beautiful and the boarded-up buildings."

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The final common theme was the lack of education, skills, and training from which too many residents suffer. This is the primary concern among economic developers and businesses nationally, and the vast majority of participants that addressed this issue felt that improvement of the local workforce in their community should be a top priority.

Suggestions for increased investment in educational institutions were common, but there were also calls for a reinvention of education and the workforce system. The challenges and opportunities facing workforce development in the Delta region mirror the findings from the DRA's 2014 report, *Re-imagining Workforce Development*, authored by Ted Abernathy, Linda Hoke, and Scott Doron.

Despite the volume of concerns expressed, participants had numerous suggestions for how to improve the economic vitality of their communities.

A regional focus on improving the entrepreneurial skills of citizens and students topped the list. Participants saw a transition to a more entrepreneurial (i.e., gig, contingent) economy as somewhat scary, but they also saw the opportunity to be more self-determinate within their communities. Several stories were exchanged describing the community pain when companies outsourced jobs or when local firms were acquired and closed.

Taking advantage of available natural resources to capitalize on the expanding demand for more American-grown food was also seen as an opportunity. A long, deep food culture is part of many Delta communities. The richness of Delta soil has long been an asset, but has been leveraged less in recent years. Many people expressed hope for a resurgence.

Participants also recognized that cultural tourism is helping to bring more money into smaller communities. Bourbon trails, music trails, golf trails, arts tours, and eco- and agri-experiences are all beginning to mature and yield greater results.

Finally, some people suggested that national policy attention to rural America had declined. While discussing youth flight to cities, many participants expressed the concern that nobody in Washington, or in their state capitals, cared much, or thought too much, about Delta communities anymore. Nonetheless, communities across the Delta region, large and small, are beginning to see positive change. Community and business leaders that share common challenges are increasingly working together to exchange ideas and look at ways to improve their local economies.

ATTENDEES

The following list is taken from attendee sign-in sheets at the ten listening sessions held by TIP Strategies and Economic Leadership, LLC, to solicit input from local stakeholders for the planning process. Names and titles were taken from handwritten sign-in sheets. Although efforts were made to transcribe the information as accurately as possible, unintentional errors may be present as a result of the process. Only the name of participants who signed in and granted permission to use their names are listed.

JUNE 11, 2015: CARTERVILLE, ILLINOIS

NAME	TITLE/ORGANIZATION
Craig Anz	<i>Southern Illinois University, Carbondale</i>
Rhonda Belford	<i>Illinois State Treasurer's Office</i>
Brandi Bradley	<i>Office of U.S. Senator Dick Durbin</i>
Alene Carr	<i>Southeastern Illinois Regional Planning & Development Commission</i>
Todd Carr	<i>Hardin County General Hospital</i>
Michelle Castoldi	<i>Southern Illinois Healthcare</i>
Rob Clodi	<i>Rend Lake Conservancy District</i>
Dave Cooper	<i>Benton-West City Economic Development Corporation</i>
Jerry Crouse	<i>Regional Economic Development Corporation, Williamson County</i>
Jeff Doherty	<i>Jackson Growth Alliance</i>
Matt Donkin	<i>Franklin-Williamson Regional Office of Education #21</i>
T.R. Dudley	<i>Mayor, City of Potosi</i>
Candy Eastwood	<i>Shawnee Community College</i>
Brad Fager	<i>Fager-McGee Construction</i>
Kay Fleming	<i>John A. Logan College, Workforce Development & Adult Education</i>
Dale Fowler	<i>Mayor, City of Harrisburg</i>
Tracey Glenn	<i>Peoples National Bank</i>
Ken Goodbread	<i>Alexander County Tourism, Olive Branch Area Community Development</i>
Kyle Harfst	<i>Southern Illinois University</i>
Tom Heizer	<i>Spartan Light Metal Products</i>
Beau Henson	<i>Greater Egypt Regional Planning & Development Commission</i>
John Huffman	<i>Benton-West City Economic Development Corporation</i>
Cary Minnin	<i>Greater Egypt Regional Planning & Development Commission</i>
Jenny Pruitt	<i>U.S. Congressman John Shimkus</i>
Valerie Ross	<i>U.S. Small Business Administration, Springfield IL Branch</i>
Rolyn Russell	<i>Southern Illinois University</i>
Kim Sanders	<i>Southern Illinois University, Center for Rural Health and Social Service Development</i>
Larry Sanders	<i>Rend Lake Conservancy District</i>
Kappy Scates	<i>Office of U.S. Senator Dick Durbin</i>
Ted Thomas	<i>Illinois State Treasurer's Office</i>
Woody Thorne	<i>Southern Illinois Healthcare</i>
Lisa Thurston	<i>Southern Five Regional Planning District and Development Commission</i>
Kim Watson	<i>Illinois Department of Commerce & Economic Opportunity/Delta Regional Authority Board of Governors</i>

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JUNE 11, 2015: CARTERVILLE, ILLINOIS (cont.)

NAME	TITLE/ORGANIZATION
Dennis White	<i>John A Logan College, Center for Business & Industry</i>
Gary Williams	<i>City of Carbondale</i>
Phyllis Wood	<i>Egyptian Health Department</i>
Mark York	<i>Gallatin County School Health Center</i>

JUNE 11, 2015: PADUCAH, KENTUCKY

NAME	TITLE/ORGANIZATION
Sheryl Chino	<i>City of Paducah</i>
Jerry Cloyd	<i>USDA Rural Development</i>
Brad Davis	<i>Purchase Area Development District</i>
Dustin Duncan	<i>Green River Area Development District</i>
Ed Dust	<i>City of Sikeston</i>
Doug Friend	<i>City of Fredericktown</i>
Amy Frogue	<i>Pennyrile Area Development District</i>
Jerome Gentry	<i>LiftFund</i>
Barbara Gillum	<i>USDA Rural Development</i>
Taylor Gogel	<i>Green River Area Development District</i>
Fran Johnson	<i>Paducah Area Chamber of Commerce</i>
Bob Leeper	<i>County Judge Executive, McCracken County</i>
Mike Marshall	<i>Delta Regional Authority</i>
Jerry Pace	<i>Ballard County</i>
Samantha Powell	<i>Four Rivers Behavioral Health</i>
Michael Ramage	<i>Murray State University</i>
Joanna Shake	<i>Green River Area Development District</i>
Carl Sims	<i>Green River Area Development District</i>
Jeff Smith	<i>Two Rivers Fisheries</i>
Ellen Walsh	<i>Four Rivers Behavioral Health</i>
Faith Weekly	<i>Federal Reserve Bank of St. Louis, Louisville Branch</i>
Chris Woolridge	<i>Murray State University</i>
Angie Yu	<i>Two Rivers Fisheries</i>

JUNE 12, 2015: POPLAR BLUFF, MISSOURI

NAME	TITLE/ORGANIZATION
Kevin Anderson	<i>University of Missouri</i>
Brent Buerck	<i>City of Perryville</i>
Shad Burner	<i>Cape Girardeau Area Chamber of Commerce</i>
Melissa Combs	<i>Kennett Chamber of Commerce</i>
Cody Dalton	<i>South Central Ozark Council of Governments</i>
Steve Halter	<i>Poplar Bluff Chamber of Commerce</i>
Russell Hampton	<i>LiftFund</i>

JUNE 12, 2015: POPLAR BLUFF, MISSOURI (cont.)

NAME	TITLE/ORGANIZATION
Crystal Jones	<i>Southeast Missouri State University</i>
Mike Marshall	<i>Delta Regional Authority</i>
Johnny Murrell	<i>South Central Ozark Council of Governments</i>
Dan Overby	<i>Southeast Missouri Regional Port Authority</i>
Tom Schulte	<i>U.S. Senator Roy Blunt</i>
Aliee M. Shelton	<i>RC Chamber</i>
Kelly Sink-Blair	<i>Meramec Regional Planning Commission</i>
Gordon Waller	<i>First State Bank and Trust Co.</i>
Teresa Wilke	<i>Hanover Research</i>
Matt Winters	<i>Ozark Foothills Regional Planning Commission</i>
Margaret Yates	<i>Southeast Missouri Regional Planning Commission</i>

JUNE 19, 2015: SELMA, ALABAMA

NAME	TITLE/ORGANIZATION
Bob Armstrong	<i>District Judge, Dallas County</i>
Helenor T. Bell	<i>Town of Hayneville</i>
Sulynn Creswell	<i>Black Belt Treasures Cultural Arts Center</i>
Joseph Dees	<i>LiftFund</i>
Bill Ellis	<i>U.S. Environmental Protection Agency, Region 4 College/Underserved Community Partnership Program</i>
Denise Freeman	<i>U.S. Environmental Protection Agency, Region 4 College/Underserved Community Partnership Program</i>
Kyle Gatlin	<i>Sowing Seeds of Hope</i>
Nivory Gordon Jr.	<i>USDA Rural Development</i>
William Harrison	<i>Montgomery County</i>
Tiffany Horton	<i>South Central Alabama Development Commission</i>
Amy Hudson	<i>Living Democracy-Auburn University</i>
Libby Kennedy	<i>J. Paul Jones Hospital Center</i>
Judy Martin	<i>Black Belt Treasures Cultural Arts Center</i>
Billy McFarland	<i>Judson College</i>
Sharri Miller	<i>South Central Alabama Development Commission</i>
Wes Nall	<i>Monroe County Hospital</i>
Jess Nicholas	<i>Coastal Gateway Regional Economic Development Alliance</i>
John Olson	<i>Federal Deposit Insurance Corporation</i>
Illyshia Parker	<i>Living Democracy-Auburn University</i>
Mary Patterson	<i>Alabama Entrepreneurial Research Network, University of Alabama</i>
Fran Pearce	<i>ArtsRevive</i>
Cleve Poole	<i>Pioneer Electric Cooperative, Inc.</i>
Dave Shaw	<i>DCFNI, Arsenal Place Business Inc.</i>
Sheryl Smedley	<i>Selma and Dallas County Chamber of Commerce</i>
Ann Thomas	<i>ArtsRevive</i>
Deborah Thomas	<i>Federation of Child Care Centers of Alabama/Alabama Southern Rural Black Women's Initiative</i>
Brenda Tuck	<i>Marengo County Economic Development Authority</i>

APPENDIX D

JUNE 19, 2015: SELMA, ALABAMA (cont.)

NAME	TITLE/ORGANIZATION
Francine Wasden	<i>Greenville Area Chamber of Commerce</i>
Lawrence Wofferd	<i>The Democracy Project</i>

JUNE 30, 2015: PINE BLUFF, ARKANSAS

NAME	TITLE/ORGANIZATION
Patricia Ashanti	<i>Delta Circles</i>
Mack Ball	<i>County Judge, Chicot County</i>
Bryan Barnhouse	<i>Economic Development Alliance for Jefferson County</i>
Ryan Biles	<i>SCM Architects</i>
Carol Bray	<i>Arkansas Economic Development Commission</i>
Willie Brooks Jr.	<i>Good Neighborhood Ministries</i>
Marie Bruno	<i>Arkansas Economic Acceleration Foundation</i>
JoAnne H. Bush	<i>Mayor, City of Lake Village</i>
Tiffany Calloway	<i>Arkansas Economic Development Commission</i>
Jamie Carter	<i>University of Arkansas at Monticello, College of Technology-Crossett</i>
Jim Craig	<i>Alderman, City of Stuttgart</i>
Bronwyn Criner	<i>Holman Community Development Corporation</i>
Calvin Criner	<i>Holman Community Development Corporation</i>
Ranelle Eubanks	<i>University of Arkansas at Monticello</i>
Michael Fasulo	<i>Arkansas Capital Corporation</i>
Amy Fecher	<i>Arkansas Economic Development Commission</i>
Susan Forte	<i>Houseaboutit, Inc.</i>
Shannon Frazier	<i>Arkansas Economic Acceleration Foundation</i>
Carolyn Harris	<i>Mayor, City of Wilmot</i>
Carl Humphrey	<i>Stuttgart Municipal Airport</i>
Sandra Lee	<i>Southern Bancorp</i>
Alan Lorince	<i>Southeast Arkansas Economic Development District</i>
Jason D. McGehee	<i>U.S. Congressman Bruce Westerman</i>
Robert Moery	<i>Arkansas Governor's Office</i>
LouAnn Nisbett	<i>Economic Development Alliance for Jefferson County</i>
Denisa Pennington	<i>Arkansas Economic Development Commission</i>
Amanda Perez	<i>University of Arkansas</i>
Michael Powers	<i>Federal Deposit Insurance Corporation</i>
Jeremy Ragland	<i>Northwest Arkansas Economic Development District</i>
Dr. Ron Rainey	<i>University of Arkansas, Southern Risk Management Education Center</i>
Ralph Relyec	<i>Mayor, City of Dewitt</i>
George Richardson	<i>University of Arkansas at Pine Bluff</i>
Lisa Riley	<i>LiftFund</i>
Linda Rushing	<i>University of Arkansas Monticello, College of Technology-Crossett</i>
Beatrice Shelby	<i>Boys, Girls, Adults Community Development Center</i>
Jay Sherrod	<i>U.S. Congressman Rick Crawford</i>

JUNE 30, 2015: PINE BLUFF, ARKANSAS (cont.)

NAME	TITLE/ORGANIZATION
Dorothy Singleton	<i>Rural Community Alliance</i>
Angelia Smith	<i>University of Arkansas</i>
Mike Smith	<i>Crossett Economic Development Foundation</i>
Joe Willis	<i>Northwest Arkansas Economic Development District</i>

JULY 1, 2015: CLARKSDALE, MISSISSIPPI

NAME	TITLE/ORGANIZATION
Gary Anderson	<i>Mississippi Delta Strategic Compact</i>
Lyn Arnold	<i>Tunica County Chamber of Commerce</i>
Regina Austin	<i>Federal Deposit Insurance Corporation</i>
Charlie Barnett	<i>Mississippi Delta Community College</i>
Carol Blackmon	<i>Southern Rural Black Women's Initiative</i>
Teresa Cheeks Wilson	<i>Federal Reserve Bank of St. Louis</i>
Clencie Cotton	<i>Rust College Community Development Corporation</i>
James Curcio	<i>North Delta Planning and Development District</i>
Allyson Denson	<i>South Delta Planning and Development District</i>
Darius Edwards	<i>DEBTS Program, Delta State University</i>
Doug Friedlander	<i>Phillips County Chamber of Commerce</i>
Oleta Garrett Fitzgerald	<i>Children's Defense Fund Southern Regional Office</i>
Jerome Gentry	<i>LiftFund</i>
Diane Hargrove	<i>Mississippi State Department of Health</i>
Abe Hudson	<i>Delta State University</i>
Tracy Huffman	<i>Waggoner Engineering</i>
Timothy Lampkin	<i>Lampkin Consulting Group, LLC</i>
Judy Marshall	<i>DeSoto County Regional Utility Authority</i>
Pam Mattingly	<i>Pickering Firm, Inc.</i>
Lillian Morris	<i>North Delta Planning and Development District</i>
Alfio Rausa	<i>Delta Hills Public Health</i>
Steve Russell	<i>North Central Planning and Development District</i>
Granville Sherman	<i>North Delta Planning and Development District</i>
Joyce Simelton	<i>Equal Employment Opportunity Commission</i>
Mildred Stuckey	<i>Equal Employment Opportunity Commission</i>
Judson Thigpen	<i>Cleveland-Bolivar County Chamber of Commerce</i>
Emanuel Williams	
Rockielle Woods	<i>National Center for Appropriate Technology</i>
Peggy Wright	<i>Arkansas State University</i>

APPENDIX D

JULY 2, 2015: MONROE, LOUISIANA

NAME	TITLE/ORGANIZATION
Berry Balfour	AT&T
Jonathon Bolen	City of Alexandria
Michelle Booth	Northeast Louisiana Economic Development Alliance
Robblyn Branch	CenturyLink
Katrina Branson	Louisiana Workforce Commission
Delores Brewer	City of Alexandria
Keith Brown	U.S. Congressman Ralph Abraham
Rep. Bubba Chaney	Louisiana House of Representatives
Patrick Cowart	Delhi Hospital
David Creed	North Delta Regional Planning & Development District
Beatrice Cummings	Town of Ferriday
Jessica DeTiege	CenturyLink
Susan Duggins	University of Louisiana Monroe, Northeast Louisiana Business & Community Development Center
Chris Fisher	City of Monroe
Clarence Hawkins	USDA Rural Development
Tracie Ingram	Louisiana Department of Health and Hospitals
Truvander Kennedy	Federal Deposit Insurance Corporation
Kay King	Morehouse Economic Development Corporation
Blake Kramer	Franklin Medical Center
Wyatt Lobrano	U.S. Congressman Ralph Abraham
Joe Mansoiur	Louisiana Delta Community College
Jamie Mayo	Mayor, City of Monroe
Sue Nicholson	Monroe Chamber of Commerce
Sheri Rabb	City of Vidalia
Sondra Redmon	Central Louisiana Economic Development Alliance
Dianna Roark	The Coordinating and Development Corporation
Mel Robertson	LiftFund
Doyle Robinson	Governor's Office of Community Programs
Miriam Russell	Wyatt and Associates
Diana Simek	The Coordinating and Development Corporation
Tana Trichel	Northeast Louisiana Economic Alliance
Dorie Tschudy	Louisiana Department of Health and Hospitals
Heather Urena	Kisatchie-Delta Regional Planning & Development District
Mike Vining	City of Monroe
Sen. Mike Walsworth	Louisiana State Senate
Robert Waxman	Waxman III
Paul West	NOVA Workforce Institute of Northeast Louisiana

JULY 13, 2015: RESERVE, LOUISIANA

NAME	TITLE/ORGANIZATION
Berry Balfour	AT&T
Caitlin Cain	U.S. Small Business Administration Office of Advocacy
Arianna Choushuri	South Central Planning and Development Commission
Gerralda Davis	Louisiana Division of Administration, Office of Resource Management and Assistance
Bo Ethridge	Port of New Orleans
James Fondren	U.S. Senator David Vitter
Clark Forrest	EC Forrest Consulting
Tracie Ingram	Louisiana Department of Health and Hospitals
Truvander Kennedy	Federal Deposit Insurance Corporation
Angela Matherne	Lafourche Parish Government
Kate Moreano	Jefferson Parish
Lindsey Navarro	LiftFund
D'Laun Oubee	St. James Parish Government
Donald Parker	Louisiana Division of Administration, Office of Resource Management and Assistance
Ryan Seel	Washington Economic Development Foundation
Skip Smart	Louisiana Economic Development
Larry Sorapuru	West St. John Civic Association
Kelden Summers	Reconcile New Orleans
Carmen Sunda	Louisiana Small Business Development Center, Greater New Orleans Region
Audrey Temple	St. James Parish Economic Development Department
Carmen Valliere	Louisiana Division of Administration, Office of Resource Management and Assistance
Maggie Woodruff	Regional Planning Commission - New Orleans

JULY 13, 2015: COLLINS, MISSISSIPPI

NAME	TITLE/ORGANIZATION
Regina M. Austin	Federal Deposit Insurance Corporation
Allison Beasley	Southern Mississippi Planning and Development District
Rebecca Brown	Southern Mississippi Planning and Development District
Jenifer Buford	East Central Planning and Development District
Freddy Bullock	Alderman, Town of Seminary
Mitten Chambliss	Claiborne County Economic Development District
Jared Clay	Southern Mississippi Planning and Development District
Charley Dumas	Mayor, Town of Prentiss
Tomeka Durr-Wiley	Mississippi Power Commercial Development
Courtland Fouche	Mississippi State Department of Health
Missy Jones	Town of Prentiss
Billy D. Karolyi	Mayor, Town of Seminary
Allen Laird	Southwest Mississippi Planning and Development District
Patricia McDowell	USDA Rural Development
Regina Melton	Southern Mississippi Planning and Development District
Chad Miller	University of Southern Mississippi

APPENDIX D

JULY 13, 2015: COLLINS, MISSISSIPPI (cont.)

NAME	TITLE/ORGANIZATION
Bettye W. Oliver	USDA Rural Development
Stephen O'Mara	Southern Mississippi Planning and Development District
Chip Reynolds	U.S. Congressman Gregg Harper
Amy Ricedorf	Pine Belt Mental Healthcare Resources
Chris Richardson	U.S. Senator Thad Cochran
Joyce Simelton	Equal Employment Opportunity Commission
V.O. Smith	Mayor, City of Collins
Wendy Smith	Southwest Mississippi Community College
Mildred Stuckey	Equal Employment Opportunity Commission
Lakeylah White	City of Hattiesburg
Jarrett Woods	LiftFund

JULY 20, 2015: JACKSON, TENNESSEE

NAME	TITLE/ORGANIZATION
Ron Acree	Tennessee Small Business Development Center
Amy Burton	Pathway Lending
Dana Cobb	Tennessee Commission on Children and Youth, Northwest Region
Melissa Cox	Tennessee Department of Economic & Community Development
Nick Crafton	Crafton Engineering
Melissa Davis	Southwest Tennessee Development District
Walt Downing	USDA Rural Development
Almeta Ellis	City of Brownsville
Tracey Exum	Tennessee Department of Economic & Community Development
Gwyn Fisher	Tennessee Department of Economic & Community Development
Landy Fuqua	Tennessee Small Business Development Center, UT-Martin Center
Jerome Gentry	LiftFund
Lisa Hankins	Southwest Tennessee Development District, REDI College Access
Tyler Hayes	USDA - Rural Development
Janna Hellums	Tennessee Department of Economic & Community Development
Hank Helton	Pathway Lending
Jacque Hillman	The Hillman Group LLC
Joel Howard	USDA Rural Development
Roe Hughes	USDA Rural Development
Paul Jennings	University of Tennessee Center for Industrial Services
Rodger Jowers	Tennessee Commission on Children and Youth, Northwest Region
Aury Kangelos	Tennessee Department of Transportation
Jack Laser	Jackson State Community College
Marie Lisco	City of Germantown
Duane Lovey	HTL Advantage
Jo Matherne	Southwest Tennessee Development District
Pam Mattingly	Pickering Firm, Inc.

JULY 20, 2015: JACKSON, TENNESSEE (cont.)

NAME	TITLE/ORGANIZATION
Cathy Mayfield	<i>City of Bolivar</i>
Randy McKinnon	<i>TCM Associates</i>
Kathy Moore Cowan	<i>Federal Reserve Bank of St. Louis, Memphis Branch</i>
Joel Newman	<i>Tennessee Small Business Development Center</i>
Sonia Outlaw-Clark	<i>West Tennessee Delta Heritage Center</i>
Clyde Payne	<i>USDA - Rural Development</i>
Margaret Prater	<i>Northwest Tennessee Workforce Board</i>
Carol Reed	<i>Northwest Tennessee Entrepreneur Center</i>
Deborah Reed	<i>Social Marketing Strategies</i>
Steve Simon	<i>City of Adamsville</i>
Ken Thorne	<i>Northwest Tennessee Development District</i>
Karen Thornton	<i>Mississippi River Corridor</i>
Dallas Threadgill	<i>Mississippi River Corridor</i>
Diana Threadgill	<i>Mississippi River Corridor</i>
Clinton Vaughn	<i>Federal Deposit Insurance Corporation</i>
Patience Walker	<i>Seedco</i>
Jennifer Weens	<i>U.S. Senator Bob Corker</i>
Alderwoman Winne	<i>City of Coventry</i>

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